

IMPROVING INTERNAL COMMUNICATION VIA CHANNEL OPTIMIZATION



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WORD OF GRATITUDE

Before taking a deep dive into the world of internal communications, we want to thank some people who have cooperated in establishing this interesting project.

First of all, we are very grateful to Verstraete IML for giving us the opportunity to join their journey of continuous improvement. They have confided an important pillar of their culture to us, which led to a big involvement of all employees. They were very eager to help us in the search for a solution suitable for everyone.

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Marie, Kaat and Ella

IMPROVING INTERNAL COMMUNICATION VIA CHANNEL OPTIMIZATION

EXECUTIVE SUMMARY

This report provides an analysis and evaluation of the information flow within Verstraete IML. Open communication is one of Verstraete IML's core values. The managerial team attaches great importance to this value as it allows a flow of energy and creativity throughout the company. Today, not all messages catch the attention of those interested. Investing in the optimization of the communication strategy will benefit Verstraete IML, as research has shown that effective employee communication is a leading indicator of financial performance and a driver of employee engagement.

Research methods include internal focus groups with operators, white-collar workers, team coaches, process owners and management. The focus groups' aim was to uncover the pain points regarding internal communication experienced by the different parties. Additionally, an external benchmark was performed to check on the communication tools used by other production companies.

Multiple researchers have defined internal communications in a different way. To enable the use of one definition in the data collection, a simplified version of literature has been adopted: "internal communication can be seen as the sharing of information horizontally and vertically within the organization". Unfortunately, literature does not yet provide a specific framework on how to organize internal communication. In general, a lot of opportunities exist to supplement prior research in this field of study.

Analyzing the data gathered in the focus groups, resulted in three key findings. Firstly, there is a commonly shared negative perspective on the fact that there is no clear overview on which channel to consult, when in need of discovering information on a certain topic. Secondly, the lack of consistency in the usage of communication channels was pointed out. A third key finding concerns the suggestions for improvement made by the interviewees. The creation of a clearly structured portfolio of appropriate channels and guidelines on how to use them, is the first improvement opportunity. The second opportunity for improvement is related to changing the attitude of the employees consulting the tools.

As for the external benchmark, the overall conclusion is that, compared to the companies interviewed (Ontex, Renson, TVH and Aleris), Verstraete IML is a pioneer in internal communication. At some points, Verstraete IML could fine tune its communication strategy learning from Aleris.

The most important recommendation to optimize the communication practices at Verstraete IML, includes the appointment of an internal communication manager keeping a helicopter view over the various communication channels. This individual will stimulate communication throughout the

company and become the point of contact for employees. The appointment of this internal communication manager will also be vital for the successful completion of the second recommendation, namely the centralization of information within the organization. To enable this centralization, three new channels can be installed. Firstly, a customized SharePoint communication site will offer easy access to news topics and events. Secondly, installing an internal social medium, Yammer, will create higher connectivity throughout the company. It allows to share opinions and ideas on a central location. Lastly, implementing communication boards in production will prevent the sense of information overload. A third recommendation concerns the retention of printed communication to address the production departments.

Inevitably, this research carries some limitations as well. Collecting data through the use of focus groups is, according to literature, the best way to assess the employees' needs and expectations. Downsides to this research method are that on the one hand shy employees might be hesitant in sharing their true opinion, on the other hand 'group thinking' could occur. In this research project, this effect is countered by a small survey at the end of each focus group, and by the usage of multiple moderators paying attention to non-verbal communication. As analyzing a focus groups is fairly labor intensive, the number of focus groups is limited. In addition, by solely selecting enthusiastic employees willingly to engage in the project, a bias could occur. Another limitation is linked to the scope of the project. As the scope of this research project is limited, suggestions related to for example personal feedback could not be addressed.

Overall, this report offers a new communication strategy and plan for a growing company. All channels have been reviewed and optimized to enable better information sharing throughout the company. Following this plan will allow Verstraete IML to take communication to a next level.

ABBREVIATIONS

DV	‘Drukkerij Verstraete’
FLOW	Flexibility, Learning capacity, Open communication and Working in team
HR	Human resources
IML	In-mould labelling
JIT	‘Jouw Idee Telt’ / Your idea counts
JMT	‘Jouw Mening Telt’ / Your opinion counts
JVT	‘Jouw Veiligheid Telt’ / Your safety counts
KPI	Key performance indicator
MCC	Multi-Color Corporation
QA/QM	Quality assurances/quality management
RQ	Research questions
SP	SharePoint
US	United States
VUCA	Volatile, uncertain, complex and ambiguous

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1. INTRODUCTION

1.1. INTRODUCTION TO THE COMPANY

Verstraete In Mould Labels (IML), a subsidiary of Multi-Color Corporation (MCC), is a business-to-business company specialized in offset printing of labels on polypropylene. These printed labels are designed for injection molding, blow molding and thermoforming. The latter are production processes based on the technique of 'in mould labelling' (*Cfr. company name*) and they happen in a next step of the value chain. The 'in mould labelling'-technique is used to fix the labels onto the packaging. More in detail, the printed labels composed of polypropylene are placed in a mould having the shape of the end-product (e.g. the shape of an ice cream package). Subsequently, molten polypropylene is added to this mould, which fuses with the label. While cooling down and curing, the polypropylene takes the shape of the mould. The result is that label and package are merged together.

Thorough knowledge of materials, research methods, quality controls and over 25 years of experience made Verstraete IML the global industry leader, with a growing yearly revenue currently amounting to €140 million. Approximately 590 employees work closely together to facilitate the production of over 50 million labels every single day. These labels, produced in both Belgium and the United States (US), are destined for multiple segments within the packaging industry, including health care, dairy and salads. To elaborate, Verstraete IML is supplying IML labels for more than 650 customers in over 50 countries, among which big corporates like Unilever, Nestlé and Mars play a significant role.

Being a global leader with growing competitors from all over the world (e.g. Korsini, Karydakis IML and Engelhardt Etikett), it is of major importance to defend their competitive advantage. According to Porter's generic strategies, Verstraete IML's advantage originates in pursuing a differentiation strategy in the niche market of IML (Dess & Davis, 1984). By respecting the principles of 'operation excellence', they try their utmost best to create optimal value and service for the customer. Delivering the products fast, with a good quality and at a reasonable price, whilst continuously improving the process, is key to the success of Verstraete IML.

Another point within their strategy is putting the employee at a central position. Therefore, Verstraete IML has set up a vitality-program called 'We Care'. It is based on four pillars to engage the employees and ensure their health: move, food, fun and relax. This program offers all kinds of activities to combine pleasure with health surrounded by colleagues. In addition, the usage of feedback-channels like JMT ('*Jouw mening telt*' / Your opinion counts) or JVT ('*Jouw veiligheid telt*' / Your safety counts) ensures emotional and physical stability in the workplace.

Finally, Verstraete IML attaches a lot of attention to stay true to their corporate culture, which is supported by its corporate values. These are bundled within the 'FLOW' acronym, representing Flexibility, Learning capacity, Open communication and Working in team. They claim that these values not only set the course for the company, but also provide a direct advantage for the clients and partners (Verstraete IML, 2019).

1.2. PROBLEM STATEMENT

As stated above, (*Cfr. supra 1.1*) open communication is one of Verstraete IML's core values. According to them, open communication can be achieved when all parties are able to express their ideas to each other. This corporate value is considered essential as it allows a flow of energy and creativity throughout the company (Verstraete IML, 2019). Moreover, communicating openly is the key to aligning the interests of the different stakeholders. A study by Watson Wyatt showed that effective employee communication is a leading indicator of financial performance and a driver of employee engagement (Watson Wyatt Worldwide, 2010). More specific, companies that communicate effectively are 4.5 times more likely to report high levels of employee engagement and have 47% higher total returns to shareholders (study over 2004-2009) compared to firms that are less effective communicators (Verghese, 2012; Watson Wyatt Worldwide, 2010). According to English, the link between effective communication and financial performance was demonstrated by several surveys (English, 2005). It was also shown that in organizations where employees are more engaged, less employee turnover, higher job satisfaction and greater productivity are established (Dasgupta, Suar, & Singh, 2013; Luss & Nyce, 2008, Figure 1). Lastly, internal communication is seen as being strongly connected to organizational culture (Welch & Jackson, 2007). There is thus a general consensus on the value and importance of internal communications, which cannot be ignored.

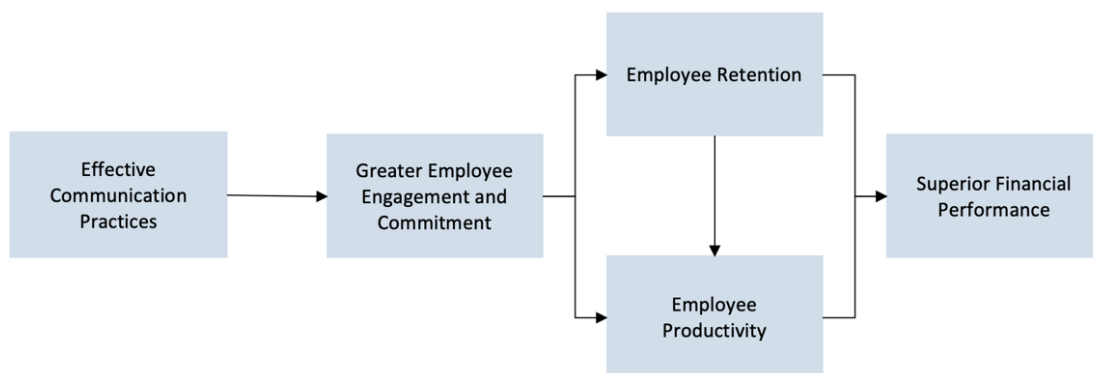


FIGURE 1 COMMUNICATION EFFECTIVENESS DRIVES SUPERIOR FINANCIAL PERFORMANCE
(DASGUPTA ET AL., 2013; LUSS & NYCE, 2008B)

Verstraete IML considers internal communication as being highly important. Getting the employees to understand the relevance of the company's strategy and targets is key to create more commitment from their part. Verstraete IML is convinced that by establishing more commitment, continuous improvement can be achieved. This will on its turn result in maintaining the leading market position. Moreover, increased employee engagement helps to create 'employee ambassadors'. These ambassadors could be effective conveyors of the organization's messages which could enhance Verstraete IML's employer brand (English, 2005).

In order to structure the communication flow, Verstraete IML has set up a communication matrix (Table 3). This is a manual explaining the usage of the channel in relation to the content of the message. Unfortunately, it is outdated, not consistently adopted and set up without thoroughly conducting research on employees' preferences. Despite this effort, management still senses that not every message catches the attention of those interested. Employees on the other hand have difficulties finding information on the various channels currently in place.

To conclude, an opportunity exists to optimize the internal communication strategy at Verstraete IML in order to reach the right people at the right time. As stated above, this will result in more value creation for the company.

1.3. RESEARCH QUESTIONS

The overarching research question is normative, given that this project's aim is to create an action plan with concrete steps for improvement (Katholieke Universiteit Leuven, 2007). The question posed is as follows:

"How to improve internal communication of a growing company within one year via channel optimization to increase employee engagement?"

This goal is set according to the SMART method, meaning it is specific, measurable, achievable, relevant and time-bound (McNall, 2018). The related research questions (RQ) are as followed:

1. How do the employees experience the current communication approach?
2. What are the employees' expectations of the internal communications policy, concerning the content of the information and the communication channels used?
3. What are potential improvements to overcome the main challenges related to communication effectiveness?

2. METHODOLOGY

2.1. METHODOLOGIC APPROACH OF THE LITERATURE REVIEW

Literature was consulted as a starting point of this project to get more in-depth knowledge about internal communications. Information was gathered on the meaning of the term ‘internal communications’ and on its relation to employee engagement. In addition, the media richness theory was discussed to link content to certain communication channels. Lastly, throughout the project, it became clear that there are inherent obstacles making communication very challenging. To overcome these barriers, it is necessary to change the mindset of the employees. More information on these aspects were therefore reviewed in literature as well.

A consistent approach was used to retrieve the targeted information. Google Scholar and EBSCO were the preferred choices to perform a topic search (“Advanced Search: EBSCOhost,” n.d.; “Google Scholar,” n.d.). The latter is a database which Vlerick Library offers access to. Via these sites, relevant papers were found. These papers offered on their turn reference lists which were useful for this study. To compile the reference list of this report, Mendeley was used as reference manager. The citing style of choice is American Psychological Association, better known as APA.

2.2. METHODOLOGIC RESEARCH APPROACH

2.2.1. LINKING THEORY AND DATA

To answer the research questions (*Cfr. supra 1.3*), an inductive approach was adopted. Induction is a process of reasoning whereby the researcher moves from particular instances to conclusions about general principles (SAGE Publication, 2019). Literature states that this research design is of particular importance in a qualitative research approach. This research approach uses inductive reasoning whenever an explanation or theoretical framing of data from a small sample is generalized (Fox, 2012).

2.2.2. METHODOLOGICAL POSITION AND APPROACH

In this report, a qualitative methodological approach was adopted. “Qualitative researchers study things in their natural settings, attempting to make sense of, or, to interpret, phenomena in terms of the meanings people bring to them” (Denzin & Lincoln, 2008). It is commonly believed that qualitative research methods can provide a deeper understanding of social phenomena compared to a purely quantitative methodological approach (Silverman, 2014).

Positivism and constructionism are the two main methodological positions accepted in respectively natural and social sciences. Positivism assumes that there is a real world, independent of how it is

studied by researchers. The constructionist on the other hand will take a step back from the real world and describe how it is socially brought into place. Constructionism is the methodological position in this research project (Silverman, 2014).

2.2.3. METHODS USED

The research strategy of choice is a case study. Meaning that an exploration of a 'bounded system' over time through detailed data collection is conducted (Creswell, 2003; Eisenhardt, 2010). The unit of analysis is the internal communication within a growing company. More specific, the study depicts a 'representative case' as the goal is to gain insight in the daily functioning of the internal communication (Creswell, 2003). Identifying what employees find important is getting more relevant in assessing internal communication. Therefore, primary data will be collected by conducting focus groups. This is the optimal way to assess these employee needs, as will be explained in following paragraph.

2.2.3.1 FOCUS GROUPS

A CRITICAL LOOK

A focus group is a commonly-used method for qualitative data collection. It is an interactive group discussion led by a moderator. It is the moderator's task to introduce discussion topics. Optimally, the group counts six to eight people with a similar background. The conversation held by the participants is the collected data (Morgan, 1997).

Alternatives for organizing focus groups consist of questionnaires and interviews. As mentioned above (*Cfr. supra* - 2.2.2), literature states that qualitative methods provide a 'deeper' understanding of social phenomena, compared to quantitative methods (e.g. questionnaires). Verstraete IML ran a survey two years ago, which got a disappointing response rate. A standalone questionnaire was thus never considered in this project. Focus groups were also chosen over one-to-one research interviews. In general, it is suggested to choose for focus groups instead of interviews when group norms, meanings and processes need to be assessed. The latter is of course not possible when performing one-to-one interviews (Gill, Stewart, Treasure, & Chadwick, 2008) (Rosenberg, 2018).

The use of focus groups as data collection method has both benefits and drawbacks. Ideally, the focus group results in in-depth qualitative information on the internal functioning of the company. Compared to other data collection methods, this type of information is easily obtained through focus groups. A final important benefit is that a focus group uncovers a large amount of data, while being rather inexpensive and quickly organized. The first drawback of organizing a group discussion is that there is always a chance that one assertive participant dominates the conversation. The risk that the data is negatively impacted by 'group thinking' is a second important drawback. Lastly, the analysis of the large amount of qualitative data is labor intensive and difficult (Marrelli, 2008).

In this research project, both a quantitative content and a qualitative thematic analysis were considered as data processing methods. Quantitative content analysis processes data by counting the occurrence of e.g. words and phrases. The process of coding and counting the frequency of words is often criticized for being too simplistic (Maier, 2018). Preference was given to the qualitative thematic analysis, since this method is designed to uncover how the social world is lived, not simply how people communicate about it (Silverman, 2014). The basic strategy used in thematic analysis is coding. In this process, the researcher inspects the text looking for recurrent themes and topics. Similar passages are marked with a code or label to categorize them into themes (Lapadat, 2012).

In this research project, the roadmap for analysis was discussed with an expert in the field, Caroline Baert (Baert, 2019). Each focus group was recorded after which a transcript was made (e.g. Appendix 2). Thematic analysis was performed by analyzing the transcripts and creating labels which were subsequently merged into themes. These themes were combined in overarching dimensions. In this way, summarizing tree-structures were obtained. The tree structures of the different focus groups can be found in Appendix 3.

SAMPLING

Sampling is the process of selecting a particular number of units of analysis from a population. In social research, these units are often individuals. In this research project, one aspect is to highlight the differences in internal communication needs between various stakeholders in the company (e.g. white-collar workers and operators). Therefore, it was found more useful to consult the purposive sampling approach, opposite to the most common approach of random sampling. Purposive sampling is a form of non-probability sampling in which the researcher seeks out sample members having characteristics relevant to the topic under study (SAGE Publications, 2019).

Focus groups were composed in collaboration with the HR department at Verstraete IML in order to create the needed diversity. This means that each group is a combination of both male and female workers with a different seniority (Appendix 1). In addition, to be able to assess differences in interests between different stakeholders within the company (e.g. white-collar workers vs. operators), the following five focus groups were set up¹:

- two focus groups of each time 6 operators of the 4 divisions (printing, cutting, punching² and ink lab);
- two focus groups with team coaches of 2 divisions (printing: 7 people ; punching: 3 people);

¹ Sometimes focus group with less than 6 people were performed as there were issues concerning the availability of the employees.

² Punching department = 'stansen' ; Cutting department = 'kappen'

- one focus group with 5 process owners;
- one focus group of 9 white-collar workers of different departments;
- one focus group with 3 top managers.

HIGH QUALITY AND ETHICAL RESEARCH

David Silverman formulates four principles for ethical data collection. In the following, these principles will be applied on the performed focus groups (Silverman, 2014).

1. Voluntary participation

The focus groups in this research project were set up in collaboration with the HR department at Verstraete IML. The participants showed up on a voluntary basis. There were no consequences in case of absence.

2. Making comments and behavior confidential

Supervisors of Verstraete IML did not attend any focus groups. To facilitate the data analysis, the sessions were videotaped. This was communicated with the participants upfront. Verstraete IML did not have access to the footage at any point in time. In addition, the videotapes and the transcripts will be deleted after the completion of this research project. The names of the participants are mentioned in the appendices (Appendix 1). However, their opinion is never linked to their name.

3. Risk of harm (physical or mental stress)

The focus groups took place at Verstraete IML in a closed environment, where no harm of any kind could occur to the participants. The participants were invited to share whatever they pleased, depending on how comfortable they felt.

4. Ensuring mutual trust between participants and researcher

Every carefully chosen participant received an e-mail, with a short explanation on the purpose of the focus group, asking whether he/she wanted to participate.

2.2.3.2. EXTERNAL BENCHMARK

A CRITICAL LOOK

In addition to gathering qualitative information via focus groups, data is collected through external benchmarking. Benchmarking is the process where companies compare their nature of work with the practices of other companies in the same field of business. The dimensions measured are typically cost, quality and time (Campbell, 2015). As companies strive to be better than their competition, benchmarking should be considered as a catalyst for improvement and innovation (Anand & Kodali,

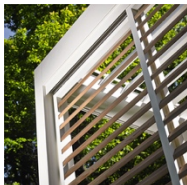
2008). An unsurprising benefit of an external benchmark is the insight gained on your company's performance compared to the market. This can result in creative problem solving (Anand & Kodali, 2008).

However, this method is quite time and resource intensive (Vaziri, 1993). In addition, Collins et al. raised the following questions: 'How can it be proven that best practices are actually the best? How can the relevance of best practices be assessed by an organization? What is the best method for determining the best practices?' (Collins, Rossetti, Nachtmann, & Oldham, 2006).

SAMPLING

Similar to the focus groups (*Cfr. supra 2.2.3.1*), a purposive sampling approach is applied. This is an obvious choice, as the companies were selected carefully. The presence of a production unit was the main criterium when selecting the companies in the sample. To secure the response rate, no competing companies were included. The selected companies were on average bigger in size in comparison to Verstraete IML. This way, more learning opportunities could occur, which can be applied to a growing company like Verstraete IML. The final list of companies consisted of: Ontex, Renson, Aleris and TVH (Table 1).

TABLE 1 INTRODUCTION TO THE EXTERNAL BECHNMARK COMPANIES

COMPANY	A SMALL INTRODUCTION TO THE COMPANY
<p>ONTEX</p> 	<p>Ontex is a leading international producer specialized in personal hygiene products for baby, feminine and adult care. They have 19 production facilities located all over the world. Their products are sold in over 110 countries in retail stores, medical institutions and pharmacies. Well-known brands as Canbebe, Moltex, Silhouette and iD belong to their portfolio. They employ more than 11,000 people worldwide and their revenue summed up to €2.29 billion in 2018 ("Ontex Global," 2019).</p> <p>Contact person: Lisa Verstraete</p>
<p>RENSON</p> 	<p>Renson is a, from origin, Belgian company specialized in developing and manufacturing sophisticated ventilation, sun protection and/or outdoor solutions to create comfortable and healthy living and working conditions. Their products are fit for homes, apartments, offices, schools and care institutions. Despite a 100% local production, their international focus does not get compromised ("Renson," 2019). They employ more than 1,000 people worldwide (± 500 in Belgium) and their revenue summed up to €212 million in 2018 (Cambien, 2019).</p> <p>Contact person: Anneleen Vens</p>

ALERIS



Aleris is a manufacturer and seller of aluminum rolled products for various end-use industries like aerospace, automotive, transportation and consumer goods. They defend their global leading position with approximately 13 state-of-the-art facilities in three geographically aligned business units in North America, Europe and China. They employ more than 5,500 people worldwide and their revenue summed up to €3.4 billion in 2018 ("Aleris," 2019).

Contact person: Sofie De Bus

TVH



TVH (formerly Thermote & Vanhalst) is a, from origin, Belgian family company active in the market of forklift trucks, aerial work platforms, agricultural tractors and industrial vehicles. TVH is a global player active in more than 170 countries. There are two business units having their own CEO: TVH parts and TVH equipment (sales, rental, service, trade activities). TVH's parts division has a database with 30 million article numbers. They employ more than 5,400 people worldwide (± 1600 in Belgium) and their revenue summed up to €1.34 billion in 2016 ("TVH," 2019).

Contact person: Isabelle Van De Voorde

This selection of companies can be linked to the classification made by Wah Fong et al. (1998) (Table 2). First of all, the nature of the referent other is generic. Meaning that the selected companies are not competitors of Verstraete IML nor companies in a similar industry. However, they are located in the same country. Secondly, the content of the benchmarking is rather strategic since the communication approach is questioned. Lastly, the purpose of the relationship is to a greater extent collaborative compared to competitive. The aim is to share best practices to create internal communication optimization (Wah Fong, Cheng, & Ho, 1998).

TABLE 2: CLASSIFICATION OF BENCHMARKING (WAH FONG ET AL., 1998)

CLASSIFICATION	TYPE	MEANING
Nature of referent other	Internal	Comparing within one organization about the performance of similar business units or processes
	Competitor	Comparing with direct competitors, catch up or even surpass their overall performance
	Industry	Comparing with company in the same industry, including non-competitors
	Generic	Comparing with an organization which extends beyond industry boundaries
	Global	Comparing with an organization where its geographical location extends beyond country boundaries
Content of benchmarking	Process	Pertaining to discrete work processes and operating systems
	Functional	Application of the process benchmarking that compares particular business functions at two or more organizations
	Performance	Concerning outcome characteristics, quantifiable in terms of price, speed, reliability, etc.
	Strategic	Involving assessment of strategic rather than operational matters
Purpose of the relationship	Competitive	Comparison for gaining superiority over others
	Collaborative	Comparison for developing a learning atmosphere and sharing of knowledge

HIGH QUALITY AND ETHICAL RESEARCH

The four principles of ethical data collection developed by David Silverman were applied on the external benchmark (*Cfr. 2.2.3.1 – High quality and ethical research*) (Silverman, 2014). The companies participating in this project shared information on a voluntary basis, while knowing the scope and the company that requested this research. Every carefully chosen participant received beforehand an explanation on the purpose of the interview, asking whether he/she wanted to participate.

3. COMMUNICATION AS IS

In Verstraete IML there is a lot of top-down information sharing with the aim of engaging all employees within the organization. As this is difficult, effort has been put into mapping the communication flow in the past. As a result, Verstraete IML has established a communication matrix (Table 3), which will be clarified in the next paragraphs.

3.1. DIGITAL CHANNELS IN USE

The internal e-newsletter is sent to the private e-mail addresses of the employees. Teasers on certain topics can be found there. Subsequently, when employees want to read more content in-depth, a link to DVnet is provided.

DVnet is supposed to be the internal news site of Verstraete IML (Figure 2). It accommodates information ranging from internal and external news to pictures, videos and links to certain pages on SharePoint.

For all white-collar workers and most of the operators, SharePoint functions as a file sharing and storage platform instead of an actual communication tool. Every department has its own page on SharePoint, containing documents relevant to them. Merely the printing department in production uses SharePoint to communicate within the department as well. They get local notifications when news is shared on their page.



FIGURE 2 DVNET

The cookie corner has undergone some changes along the years. The purpose of installing the cookie corner was to provide a place for operators to have a small break and eat a cookie during their shift. At first, it seemed appropriate to display production related information there (Table 3). Over the years, this evolved in an unstructured cookie corner. Everyone started to put all kinds of printed information on the walls, resulting in extended break time. Therefore, management decided to solely display

information on the screens, while removing all printed information. At that time, they also shifted the conveyed message from production to sales related information to reduce the information overload. Unfortunately, the cookie corner evolved yet again in what it was before: a disorderly place of all kinds of papers (Figure 3).

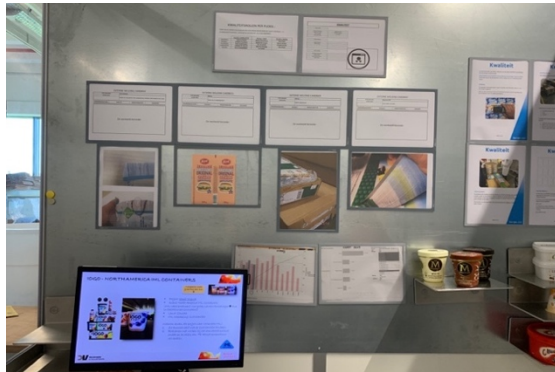


FIGURE 3 COOKIE CORNER



FIGURE 4 INFO SCREEN CAFETERIA

The fifth digital channel in use is the info screen in the cafeteria (Figure 4). A projector is in place to display information concerning quality (occupational accidents), HR business (e.g. refer a friend), events and overarching organizational information.

The Facebook group, counting 439 members, is the last digital channel. Verstraete IML employs approximately 600 employees. Consequently, not every employee has access to the messages posted in this group. Most messages are fun facts and pictures on initiatives of the departments. A message is posted more or less once a week.

3.2.PRINT IN USE

In the cafeteria, displays with printed posters are situated on the tables (Figure 5). These are an extension of the toilet posters (Figure 6) and contain the same messages, being overarching company information (e.g. customer cases) and events. HR-related cases are covered on both channels as well, which is not mentioned in the matrix (Table 3). In general, these channels are updated with all kinds of information that are found valuable enough to share with employees.



FIGURE 5 DISPLAY CAFETERIA



FIGURE 6 TOILET POSTERS

In addition, printed reports are provided on the tables of the cafeteria. These summarize the JMT and JVT meetings. JMT is a feedback-channel where people can share their concerns with the JMT roles³. These concerns are subsequently discussed with management in a monthly meeting. JVT functions the same, but covers topics related to safety (*Cfr. supra 1.1*) and is only provided in the cafeteria of the operators. As can be seen on Figure 7, the lay-out of the reports lack some attractiveness.

Another channel is 'the culture wall' (Figure 8). This medium was established to foresee printed posters about strategic subjects, such as business results, and cultural topics. The medium has weakened throughout the years. The purpose has currently been reduced to visualize a few topics such as the start-up of the production in the US and Verstraete IML's strategy, being operational excellence and employee focus. The medium is only updated on a monthly basis, which is not very frequently.

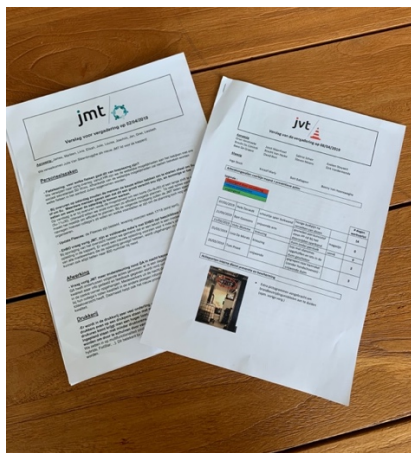


FIGURE 7 JMT AND JVT REPORTS



FIGURE 8 CULTURE WALL

3.3. FACE-TO-FACE CHANNELS IN USE

The 'weekly news tour' is a face-to-face channel, destined to inform operators about the most relevant ongoing evolutions in their department. The team coaches gather their teams and give a 10 minutes summary of highlighted topics, with a possibility for Q&A afterwards. Within one department, all team coaches mention the same topics, which are selected during a weekly, departmental meeting. The printing department receives their weekly news via SharePoint and no longer face-to-face, as they have access to a personal computer. The latter is not the case for the punching and cutting department.

The last important channel is DVcafé. DVcafé is in essence a town hall meeting where information about diverse topics is shared with interested parties. The topics are mostly strategic, departmental and sales related. In addition, external speakers are invited to bring new topics forward. At the moment, DVcafé

³ People who have taken up the responsibility to participate in this concept.

is open to management, all white-collar workers, the roles (JMT, safety, quality...) and the social ambassadors. Two operators of each department are chosen to join to make sure that production keeps running smoothly. After the presentations, there is a Q&A and a small reception.

3.4. GENERAL REMARKS

A general observation is that most channels convey a lot of different information and that the same information is shared via multiple channels. Furthermore, a very frequently used channel, namely e-mail, is not incorporated in the matrix. In addition, the weekly news page on SharePoint is a channel which has been abandoned. It was used as a two-sided platform where people could put messages on to share interesting facts about their own department. However, people forgot to update the forum, or the targeted receivers did not check it. It failed to fulfill its objective.

Lastly, an overload of information is found in production. Different kinds of papers can be found all over the work floor, e.g. on white boards at the entrance (Figure 9) or boards next to the machines (Figure 10). There is no one responsible for keeping this information updated, which results in a lack of structure and outdated, static info-sharing. This counteracts the initial purpose of giving this information, which is keeping people involved.



FIGURE 9 WHITE BOARDS POSITIONED AT THE ENTRANCE OF PRODUCTION



FIGURE 10 BOARDS NEXT TO MACHINES

TABLE 3 COMMUNICATION MATRIX VERSTRAETE IML

	DIGITAL/ONLINE				
DVnet	Internal e-newsletter	Facebook group	Info-screens cafeteria	Info-screens cookie corner	Department page SharePoint Online
X	x	x	x		
X	x				
x	x		x		
x	x				x
x	x	x	x		x
x	x				
x					
				x	x
			x	x	x
			x	x	x
				x	x
				x	x

	PRINTED COMMUNICATION CHANNELS					
	Displays cafeteria	Toilet posters	Weekly news (pg. SP)	Culture wall	‘Weekly news tour’	Report roles Q&N, quality and performance
	x	x	x		x	
				x		
		x	x	x		
	x	x				
			x			
					x	
			x		x	x
						x
						x
						x
						x

4. LITERATURE REVIEW

4.1. DEFINING INTERNAL COMMUNICATION

The term 'internal communication', also known in literature as 'internal relations', 'employee communication' and 'internal public relations', has been defined numerous times over the years (Welch & Jackson, 2007). One of the oldest definitions of internal communications is:

"The communications transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities" (Frank & Brownell, 1989).

According to Van Riel's integrated corporate communication model (1995), powered by Frank & Brownell's definition of internal communication, internal communication is seen as part of organizational communication (Figure 11). Next to organizational communication Van Riel defines management and marketing communication. 'Management communication' concerns communication about resources, including HR. 'Marketing communication' on the other hand, concerns for example communication about advertising and sponsorship. In this approach the starting points for communication are strategy, identity and image.

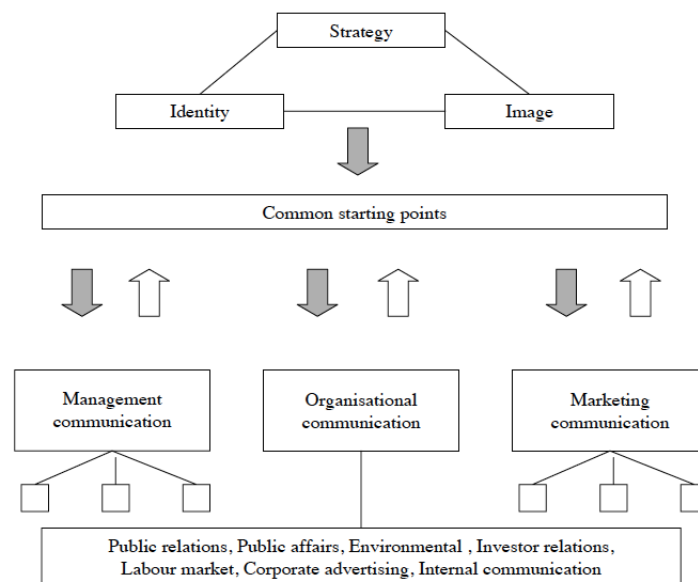


FIGURE 11 POSITIONING OF INTERNAL COMMUNICATION WITHIN VAN RIEL'S CORPORATE COMMUNICATION MODEL (WELCH & JACKSON, 2007)

However, Welch & Jackson (2007) question whether Frank & Brownell's definition is still relevant. They criticize the stress on communication as a phenomenon. Additionally, the clear separation between internal and external communication was questioned as of 1989 (Cheney & Christensen, 2001). Therefore, Welch & Jackson (2007) interpret organizational communication differently.

According to them, organizational communication is a phenomenon in the abstract sense, while corporate communication is seen as an instrument of management. They adapt Van Riel's corporate communication model and include internal communication in the field of strategic public relations. Argenti followed this approach as well (Argenti, 1996). Welch & Jackson formulated a new definition of internal communication:

“The strategic management of interactions and relationships between stakeholders within organizations across a number of interrelated dimensions including, internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication” (Welch & Jackson, 2007).

If internal communication is about interactions and relationships between different stakeholders at various levels within organizations, these stakeholders need to be identified. An overview of the dimensions of internal communication is given in Table 4 (Welch & Jackson, 2007). The internal line management communication (the first dimension) is about routine and control communication (e.g. performance and appraisal meetings). The second and third dimension of communication, namely internal team and project communication, is rather centered around passing on stories and rituals (e.g. information on past projects, e-mails between colleagues, regular meetings). Lastly, internal corporate communication is intended to share information on organizational or corporate issues.

TABLE 4 INTERNAL COMMUNICATION MATRIX (WELCH & JACKSON, 2007)

DIMENSIONS	LEVELS	DIRECTION	PARTICIPANTS	CONTENT
1. Internal line management communication	Line managers/supervisors	Predominantly two-way	Line managers – employees	Employees' roles, personal impact, team briefings
2. Internal team peer communication	Team colleagues	Two-way	Employee-employee	Team information e.g. team task discussions
3. Internal project peer communication	Project group colleagues	Two-way	Employee-employee	Project information e.g. project issues
4. Internal corporate communication	Strategic managers/top managers	Predominantly one-way	Strategic managers – all employees	Organizational/corporate issues e.g. goals, objectives, activities, achievements

A more recent definition originates from Verčič et al. (2012):

“Internal communication is the aspiration (starting from the vision and proceeding to policy and mission statement and eventually to strategy) of achieving a systematic analysis and distribution of information at all strata simultaneously coordinated in the most efficient way possible (Verčič, Verčič, & Sriramesh, 2012).”

This broad range of definitions shows that drawing upon a theory for internal communications is something researchers have been struggling with for years. In this project, the framework given by Welch and Jackson was most applicable. To be able to use the definition in the data collection, it was simplified to the following: “internal communication can be seen as the sharing of information horizontally and vertically within the organization”.

Another issue concerning internal communications is that many executives don’t understand the relationship between internal communication channels and internal communication effectiveness. A channel or medium (written, telephone, face-to-face, or electronic) has characteristics that can distort or enhance a message according to its appropriateness (Daft & Lengel, 1988). In the next section, a closer look will therefore be taken into the media richness theory to create a better understanding on how to achieve effective organizational communication (*Cfr. infra. 4.2*). This will be followed by studying an important implication of effective internal communications, employee engagement (*Cfr. infra. 4.3*).

4.2. INTERNAL COMMUNICATION CHANNELS

4.2.1. MEDIA RICHNESS THEORY

In the past, researchers have set up a theory of media richness (Daft & Lengel, 1986) to understand and prescribe how effective organizational communication can be reached. Daft & Lengel defined information richness as “the ability of information to change understanding within a time interval”. The media richness theory offers a framework to categorize communication media based on their capacity to convey certain messages. The richness of a medium is defined by three characteristics, namely:

- 1) the ability to handle multiple information cues simultaneously, such as both visual (e.g. body language, hand gestures, facial expressions) and auditory (pitch, tone, volume, speed) non-verbal information;
- 2) the ability to facilitate rapid feedback and;
- 3) the ability to establish a personal focus.

Thus, face-to-face is the richest medium as it includes all characteristics above. Phone calls, e-mail or impersonal written media like posters are leaner as they respectively transfer less information (e.g. calling still offers some non-verbal information compared to e-mail, while e-mail can be more personal

than posters). Thus, more data can be shared in the communication using a richer medium (Byrne & Lemay, 2006). An overview of the richness of different media is given in the following scheme (Figure 12) (Daft & Lengel, 1988):

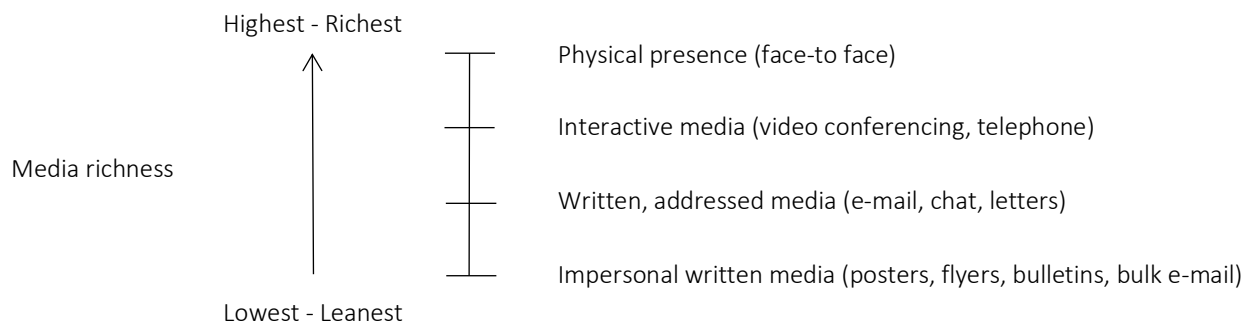


FIGURE 12 MEDIA RICHNESS OF DIFFERENT MEDIA

Next to categorizing media, the media richness theory also provides suggestions to which media should be used for a specific type of communication (Daft & Lengel, 1988). According to the authors, messages can be classified on a continuum of routine to non-routine communications. Non-routine communications which are often bound to time pressure, ambiguity and surprise, are more likely to be misunderstood and have a bigger emotional impact. These messages therefore require a rich exchange of information, such as face-to-face. To the opposite, routine communications are simple, impersonal and straightforward. These messages convey data, statistics or broad company information and can therefore be easily conveyed via a lean medium such as written documents.

Adding to the theory of Daft and Lengel, researchers are now suggesting that social (e.g. relationship of the sender to the receiver, experience with the medium) and organizational context of the communications (e.g. job/company related messages) should be considered in the determination of medium richness (Carlson & Zmud, 1999; Ngwenyama & Lee, 1997). Te'eni's work highlights that it is of major importance to know how employees feel about communication forms within the organization. He puts emphasis on the fact that media will only be effective if employees understand them and support their merit (Te'eni, 2001).

Byrne and Lemay, on their turn, studied the perceived quality and satisfaction of specific media used for internal communication (Byrne & Lemay, 2006). They concluded that employees are satisfied when general information regarding the company is shared via lean media, while job relevant information should be shared by supervisors via one-on-one meetings, video conference or phone (richer media). With regard to the sender, they concluded that the messages from top management are perceived as being of high quality when delivered via a lean communication medium. While information from supervisors is perceived as being of high quality when communicated via a rich medium. Lastly, urgent company news can also be sent using leaner media to satisfy the employee's needs.

4.2.2. TRENDS IN PREFERENCES OF INTERNAL COMMUNICATION CHANNELS

An emerging trend in the use of internal communication channels is personalization. Communicators need to adapt their messages and media to create more one-to-one communication, as people want to feel unique. This can only be achieved when all employees take on the function of being an internal communicator. Today, internal communication is more about inclusion and two-way communication. The time of command-control has past, and people tend to trust their peers more than authority figures. The demand of employees to share knowledge, express their personal opinions and build a strong community is rising as well (Verghese, 2012). The shift towards new media, such as internal social networks, can be linked to that (Friedl & Verčič, 2011).

Another inevitable trend is the implementation of social media as a strategic communication tool. Internal social networks can be very effective, as it can foster conversations, create more connectivity and visibility throughout the company and enable more collaboration. A real community can be built and employees can be empowered by offering a venue to voice ideas and share opinions (Men, Robinson, & Thelen, 2017).

Although business leaders are showing more interest in rapidly growing digital channels (Verčič et al., 2012), the introduction of these new tools should be carried out carefully. As stated above (*Cfr. supra* 4.2.1), an important factor to recall is that communication effectiveness depends on how familiar both the sender and receiver are with the particular medium. If it is not accepted by the employees, it will be useless (Welch, 2012). Literature therefore calls for better organization of new digital tools and their usage (Lipiäinen, 2014).

Friedl and Verčič state that employees still tend to prefer more traditional internal communication tools like e-mail, intranet⁴ posts and employee meetings, instead of 'new media' (e.g. social networks, blogs and virtual social worlds). For example, they found that although social media are massively incorporated in the private lives of generation Y (born since 1980), it is much slower adopted in their business lives (Friedl & Verčič, 2011). Several other studies (Men, 2014, 2015; White, Vanc, & Stafford, 2010) report that face-to-face communication is still the preferred internal communication channel for most information, due to its richness and clarity (*Cfr. supra* 4.2.1). However, social media tools should in the future definitely be included to complement the traditional media (Lipiäinen, 2014).

According to Prof. Dr. Hannelore Crijns, professor of Corporate Communications at University of Ghent, three other trends can be observed in internal communication practices nowadays (Crijns, 2019). First of all, employees rather prefer a higher level of visualization when receiving messages. For example,

⁴ An intranet is a private network accessible only to an organization's staff

spreading a video or a photo (e.g. on intranet or internal social network) will reach more employees compared to written text in e-mail. A second observation is that short, face-to-face info sessions have a bigger impact than extensive written brochures. Lastly, when thinking about internal communications, it is getting more important to know your audience. Segmenting all employees into groups which can be targeted individually results in more personalized info-sharing, which is increasingly longed for. The latter also prevents the feeling of receiving an overload of information.

4.3. EMPLOYEE ENGAGEMENT AND INTERNAL COMMUNICATION

Employee engagement has gained interest as a research topic, thanks to a correlation with improved financial performance and a positive effect on organizational reputation (Karanges, Beatson, Johnston, & Lings, 2014). The concept has been defined by various authors in the fields of psychology, business and HR (Megha, 2016). Literature has thus not agreed upon one commonly used definition. Without conceptual clarity, it is not astonishing that differences in measurement exist. Differences in measurement result in their turn in ambiguous findings (K. Macky; O.M.A. Ababneh, 2015). The following gives an impression of the ongoing discussion in the doctrine.

Kahn (1990), the first to define employee engagement, refers to it as: “the harnessing of organizational members' selves to their work roles; in engagement people employ and express themselves physically, cognitively, and emotionally during role performances” (Gruman & Saks, 2011). The work of Maslach and Leiter (1997) was added to the debate. They define employee engagement as: “an energetic experience of involvement with personally fulfilling activities that enhance a staff member's sense of professional efficacy” (Gruman & Saks, 2011). In their view, engagement is the flip coin of a burnout. Schaufeli, Salanova, Gonz’alez-Rom’a and Bakker (2002) did not share this opinion. According to them, engagement and burnout are different concepts that ought to be measured differently. Another debate that has occupied literature for a while, concerns the characteristics that distinguishes engagement from other work-related attitudes and psychological states. The discussion was centered around two concepts, namely engagement and job satisfaction. The level of activation on the job is what distinguishes engagement from job satisfaction. Unlike an engaged employee, a satisfied one will not necessarily show high levels of activation (K. Macky; O.M.A. Ababneh, 2015).

Internal communication has been put forward as key determinant of employee engagement. However, there is little empirical academic research that has tested the association (Karanges et al., 2014). K. Ruck and M. Welch have created a model (Figure 13) that conceptualizes employee engagement as outcome of internal communication. The model indicates which employee questions should be answered by line managers and corporate internal communications to achieve engagement. Both the individual (job) and social (organizational identification) communication needs of employees are met (Ruck & Welch, 2012).

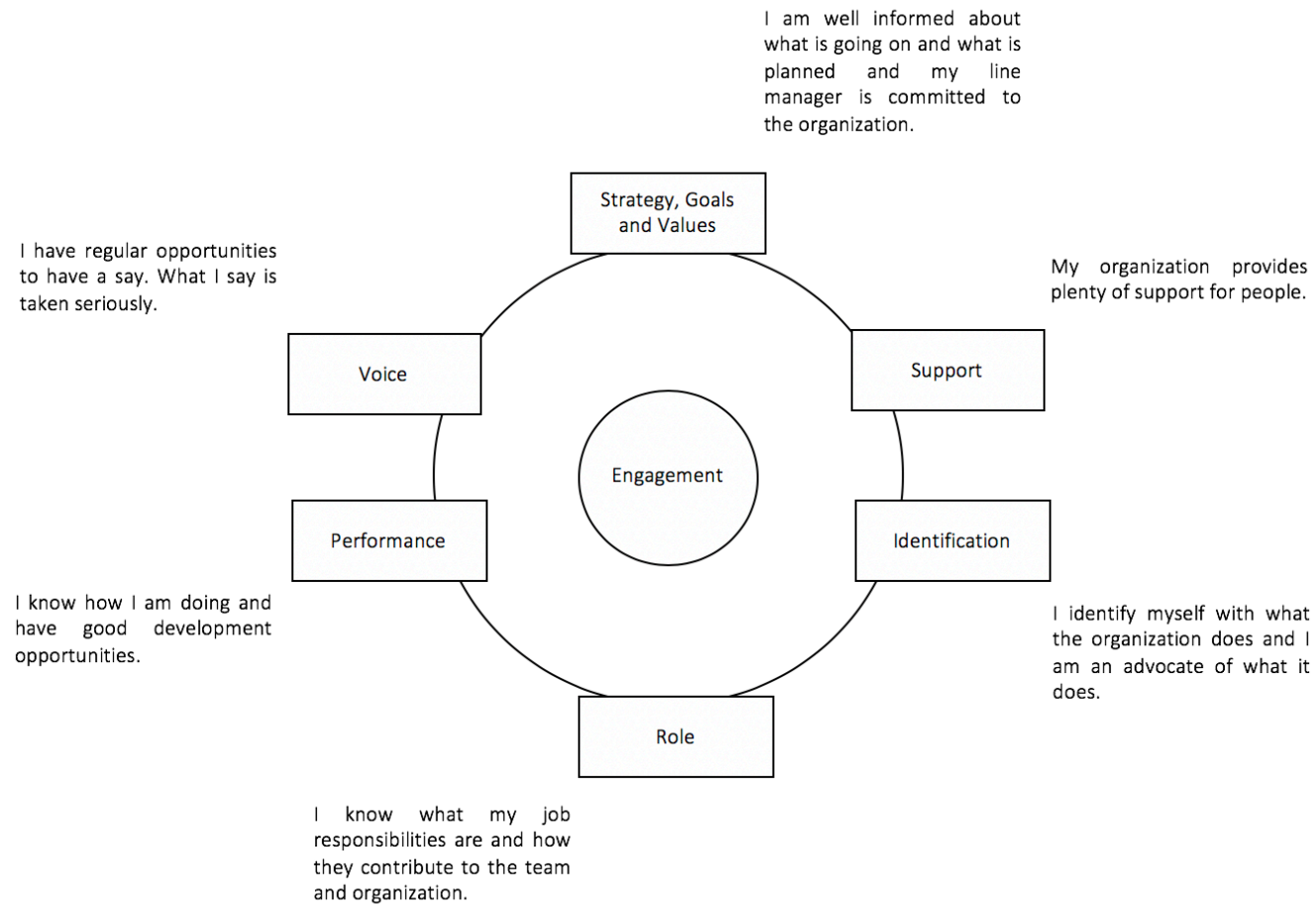


FIGURE 13 CONCEPTUAL MODEL OF EMPLOYEE QUESTIONS

4.4. CHANGE MANAGEMENT TO OVERCOME COMMUNICATION BARRIERS

4.4.1. COMMUNICATION BARRIERS

Communicators are almost always over-optimistic about their own messages, assuming that these will be fully understood by the receiver (Figure 14). Messages are, however, vulnerable to the phenomenon of 'noise'. This entails all kinds of barriers to effective communication that either distort or interrupt an encoded message, so that it fails to reach the receiver in its original form (Shannon & Weaver, 1964).

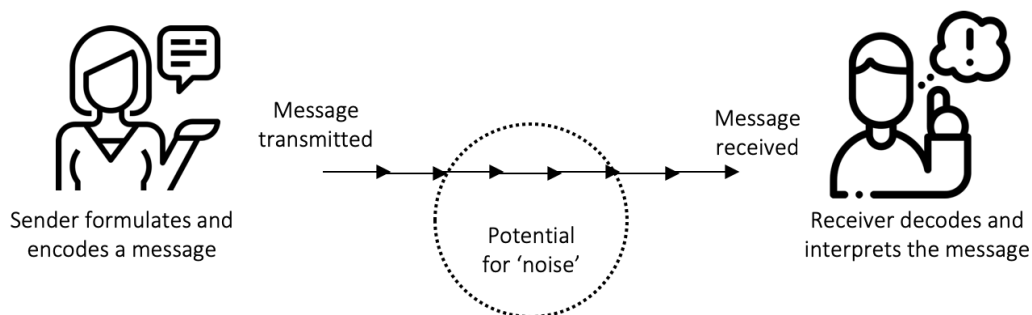


FIGURE 14 A SIMPLE LINEAR MODEL OF THE COMMUNICATION PROCESS

Taking the receiver more seriously is the first barrier to overcome, when minimizing the risk of communication failures. Rather than losing interest as of the moment the message is sent, the sender should take responsibility for ensuring the delivery. To pull this off, it is crucial to take into account the receiver's pre-existing attitude and degree of engagement (Blundel & Ippolito, 2008).

Thinking more clearly about the message is a second barrier to successful communication. Young children are refreshingly honest when it comes to communicating. They say what pops into their mind without further ado. For adults it is advised to think things more through, given that you might need to change your message anticipating on a certain reaction (Blundel & Ippolito, 2008).

Effective delivery of a message is a final barrier to overcome. Three general rules ensure the achievement of this objective whatever the channel used. Paying attention to the receiver rather than to yourself as sender, is the first rule. Failing herein, can possibly result in the mis-interpretation of feedback. In case you have to communicate a message of which you know the receiver will find it difficult to absorb, using multiple communication channels is the likely solution. This is especially useful when persuasive communication is needed. However, following this second rule might lead to increased inconsistency. Tight operational control on the channels is often used in an attempt to control the problem. The third rule states that it is essential to check for a response of the receiver. Feedback enables the sender to modify the message (Blundel & Ippolito, 2008).

4.4.2. CHANGE MANAGEMENT

SIX BATTERIES OF CHANGE MODEL

In today's VUCA-world⁵ organizations need to adapt in order to survive (James & Bennett, 2014). Various models have been created that set up a process of steps to follow for a successful change. The 'six batteries of change' model by Prof. Peter De Prins, Prof. Geert Letens and Prof. Kurt Verweire is one of them (Figure 15). The underlying idea is that effective change is all about managing energy. Six areas, called the 'batteries of change', in the organization must be energized to enable a successful change. Three of these batteries are called the rational batteries. They are the 'hardware of change'. The remaining three batteries are the emotional batteries. These are, unsurprisingly, called 'the software of change'. An effective change program starts with the identification of how much energy each battery has left. Before implementing initiatives, you should try to understand where the organization generates positive energy.

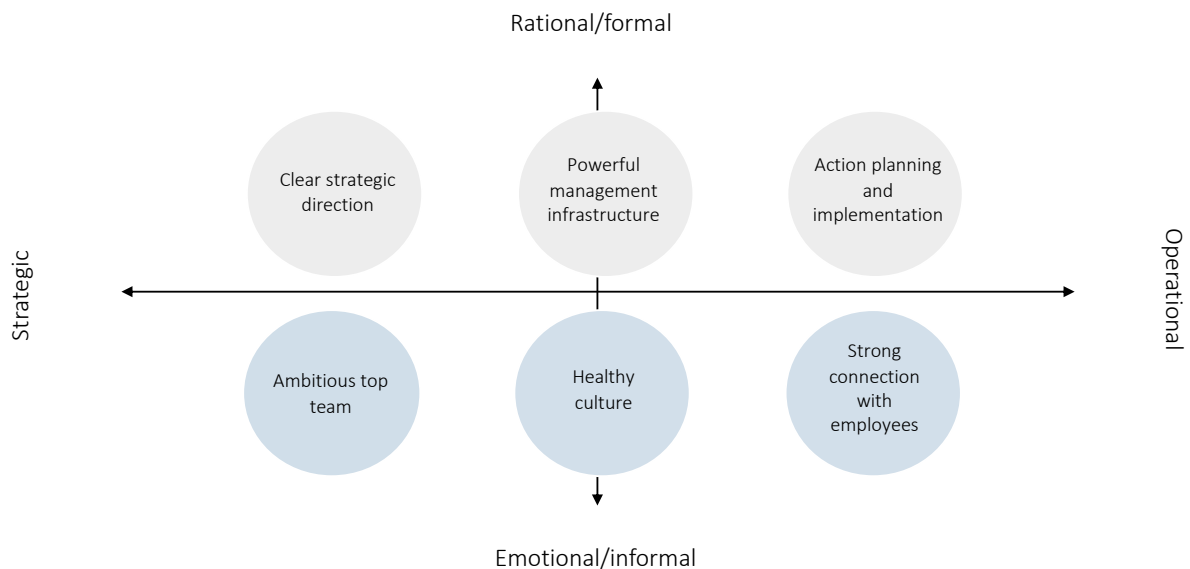


FIGURE 15 SIX BATTERIES OF CHANGE





Without the support of C-level management, changing an organization is nearly impossible. Luckily, there are several ways to charge this battery. Energized leaders do not stop looking for the next challenge. They build the influence and the connections to tackle these challenges. They know one person cannot move the world. They are aware that everyone in the top team

⁵ VUCA is an acronym. It stands for volatile, uncertain, complex and ambiguous.

needs to act as a role model. In that way, they inspire their people by setting aspirations.

A charged strategy battery has a clear sight on the 'what' and 'why' of the change program. This can be related to another interesting framework on change management, namely The Golden Circle (*Cfr. infra The Golden Circle by Simon Sinek*). This framework stresses the importance of knowing 'why' we do what we do. Everyone knows what he or she is doing. Some know the 'how', but very few people in the organization have a clear sight on the 'why' (Sinek, n.d.).





Clear strategic direction

Healthy culture

A healthy culture is key to a successful change program. The framework presents five tips to increase the energy generated by culture. Firstly, the company's values should be alive in the organization. Framing them on paper does not suffice. Secondly, the organization should continuously raise the bar. Thirdly, a fear-driven culture will discourage employees to give suggestions. A positive atmosphere has the opposite effect. Fourthly, risk takers should be supported. When you are risk averse, you reduce the ability to respond to threats and challenges. Fifthly, always favor goals set by the company over individual goals.

For a change program to succeed it is essential to take the organization's structure into account. Sharing knowledge in the organization is key. The outcome of an initiative should always be well documented and spread, so that making the same mistakes twice can be avoided at any time.




Powerful management infrastructure

Strong connection with employees

People are generally resistant to change. Resistance can be overturned into positive energy, when a strong connection with employees is built. Employees will only be willing to change when they grasp what their role in the change program will be. Additionally, the management team should practice what they preach.

The best way to start the change program is with the end in mind. You should define an inspiring outcome to energize the teams working on it. People made responsible for the success of a certain project, should be given the required resources (De Prins, Letens, & Verweire, 2017).



Action planning and implementation

THE GOLDEN CIRCLE BY SIMON SINEK

According to the theory of Simon Sinek, every inspired leader communicates in a pattern he calls 'The Golden Circle' (Figure 16). He explains the pattern using the example of Apple. In the hypothesis that Apple would market its products the way other companies do, they would start with a statement pointing to 'what' they produce followed by stressing 'how' they do this. A campaign of Apple could then take this form:

"We make great computers. They are beautifully designed, simple to use and user-friendly. Wanna buy one?"

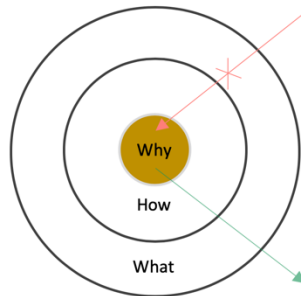


FIGURE 16 GOLDEN CIRCLE OF SIMON SINEK

Most companies communicate from the outside in. Inspired organizations, though, think and communicate the other way around. They start with explaining the why. With 'why', Sinek means the company's purpose or cause. 'Why' expresses the reason for existence of the organization. An actual message from Apple looks different:

"Everything we do, we believe in challenging the status quo. We believe in thinking differently. The way we challenge the status quo is by making our products beautifully designed, simple to use, and user-friendly. And we happen to make great computers. Wanna buy one (Sinek, n.d.)?"

5. FINDINGS

When analyzing the focus groups, an answer could be formulated on the three research questions, being:

1. How do the employees experience the current communication approach? (*Cfr. infra 5.1*)
2. What are the employees' expectations of the internal communications policy, concerning the content of the information and the communication channels used? (*Cfr. infra 5.2*)
3. What are potential improvements to overcome the main challenges related to communication effectiveness? (*Cfr. infra 5.3*)

The external benchmark provided interesting insights on the performance of Verstraete IML compared to the interviewed companies. The interviews contributed to decisions made in the action plan (*Cfr. infra 6*).

5.1. A LOOK AT THE STATUS QUO FROM THE EMPLOYEE'S PERSPECTIVE

All interviewees have signaled that there is an overwhelming number of communication channels in use today. There is no clear overview on which channel to consult, when in need of discovering information on a certain topic. This finding was an important starting point to structure the data (Figure 17).

Depending on the department an operator is active in, the cookie corner and SharePoint have proven to be effective communication channels, while the Verstraete e-mail is neglected by most. The printing and cutting department actively use SharePoint on the job. Consequently, they regularly check the updates on this platform. The employees active in the punching department on the contrary, have no individual access to a computer. The cookie corner is therefore a better way to reach them. In light of this, top management stresses that the cookie corner cannot be messy. The information displayed there ought to be targeted to avoid misuse of this two minutes break. Weekly news is valued by operators in every department. In line with the media richness theory by Daft and Lengel (*Cfr. supra 4.2*) the overall finding with regard to this channel is that face-to-face communication sparks employee engagement and their ability to ask questions.

In response to the question "are certain communication channels unnecessary?" four main trends were traceable. Primarily, both operators and white-collar workers reported that information shared via private e-mail is not paid close attention to. Hence, the e-newsletter fails in meeting its objective. Secondly, the reason for the existence of the culture wall is questioned by both operators and white-collar workers. On the one hand, no one likes to give the impression of 'not working' while checking the updates on the wall. On the other hand, very few people pass by the wall on their usual route across

the company. Employees working in the cutting and punching department for example never pass the wall on their way to the cafeteria, given that the wall is positioned on the other side of the entrance. Thirdly, the communicative power of the internal Facebook group is limited according to the interviewees. Lastly, DVnet is rather unknown and those who do know DVnet, perceive it as not informative nor 'sexy' enough. The responsible for updating the information on DVnet mentioned that posting a message is time consuming and user-unfriendly. Top management confirms that DVnet is currently underused. Making it more simplistic might help resolving these issues.

DVcafé and the posters displayed in the cafeteria, the cookie corners as well as in the toilets were considered effective by all interviewees. Posters turn out to be the ideal tool to spread excitement for a certain event. Since this are (mostly) fun messages, the word of mouth helps a hand. For the operators in particular, slideshows in the cafeteria and the cookie corners are played with the aim of creating awareness on different subjects. A practical yet important remark on the topic, is that the timing of the slides makes them unreadable. This poses a problem, since information is said to be absorbed rather easily during the breaks at these two locations. JMT and JVT were overall perceived as very important channels. These channels sweep away the need for a trade union.

The Verstraete e-mail and SharePoint were considered the two most effective communication channels by white-collar workers. Today, there is no policy in place with regard to e-mail traffic. White-collar workers are confronted with an overload of e-mails often on topics not related to their job, nor in line with their interests. Additionally, there is no general agreement on how to use the subject line which makes searching for information in the inbox hard. SharePoint is a great tool to store information. The full potential is not yet unrolled though (*Cfr. infra 5.3*). Some white-collar workers prefer the old version of the tool over the new one, since the lay-out is perceived as more user-friendly. The repeated login to access the tool is considered a second important hurdle when consulting SharePoint.

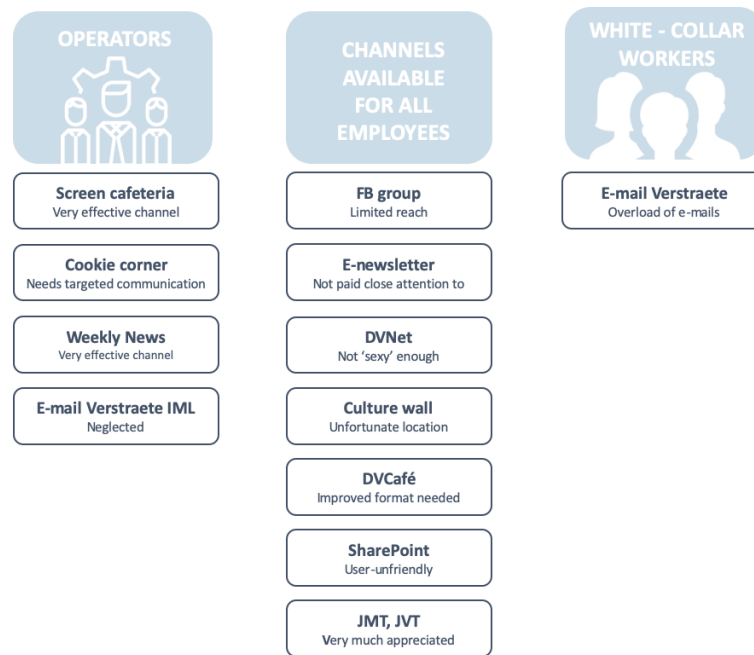


FIGURE 17 SUMMARY OF THE STATUS QUO OF THE INTERNAL COMMUNICATION CHANNELS

The above describes the attitude of white-collar workers and operators towards the current communication channels. The focus groups revealed that the bridge between both groups is formed by the team coaches and the process owners.

In order to improve the flow of information to operators, top management is convinced that introducing more team coaches or process owners might be necessary. The latter are aware of their leading role in the information flow (Figure 18). Nevertheless, they acknowledge that filtering relevant information should be optimized: “as a responsible, you ought to take a moment after a meeting to reflect on which information should be passed on”. Today, team coaches and process owners hold a lot of the information-sharing power in their hands. They decide which topics will be communicated to operators.

Relevant information discussed in the production meetings are passed on to the weekly department meetings. These are organized to bring team coaches and process owners around the table. They themselves get informed via various channels, of which e-mail and grapevine are the most important ones. The input is thus intrinsically unstructured.

The cookie corner, the weekly news and other face-to-face communication are the main tools used by the team coaches to share information with their departments in production. Face-to-face communication is in their view, confirmed by the theory of Daft and Lengel, the most effective one. The cookie corner and weekly news are found powerful tools as well, however not for sharing inter-departmental information which does not affect their department directly. A final important finding linked to the responsibilities of team coaches, concerns the briefing of people with a fixed night shift.

These employees receive the weekly news but feel overlooked with regard to general knowledge of the company.

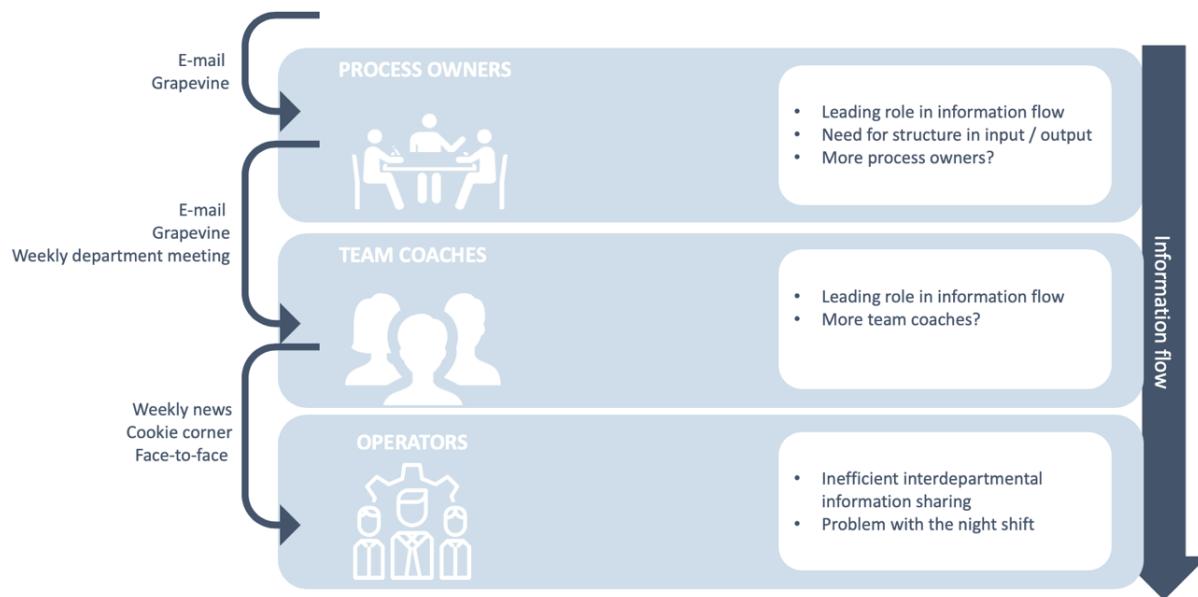


FIGURE 18 INFORMATION FLOW TO THE PRODUCTION

Employee engagement is at the top of the minds of business leaders. According to K. Ruck and M. Welch's theory it is a result of effective internal communication (*Cfr. supra. 4.3*)(Ruck & Welch, 2012). Today, the engagement of employees at Verstraete IML is slightly overestimated. Some white-collar workers as well as operators have shown an overall interest in the market position of the company. Then again, some others are merely interested in matters closely related to their job or team. Top management expects every employee to think along on how to improve, without losing efficiency within the working hours.

A final key finding is related to the accessibility and user-friendliness of the channels currently in place. The interviewees expect a fast and easy access to the desired information in a centralized place. The operators indicated that a solely digital path might isolate the employees who are not skilled or do not have access to a computer. Repetitive information sharing was not perceived as unpleasant by operators, on the contrary even.

5.2. EXPECTATIONS OF THE STAKEHOLDERS, CONCERNING THE CONTENT OF THE INFORMATION AND THE COMMUNICATION CHANNEL USED

A key finding, repeated several times, concerned the consistency in the usage of communication channels. White-collar workers long for more continuity and regularity in the sharing of information. The search for information corresponding to their interest can be facilitated by for example centralizing

information. This way, they would be reassured of not having missed any relevant topics. They indicate that precious time gets lost by not being informed on time due to inefficient communication between departments.

This need for consistency also applies to operators. Not every production department is kept up to date on the same topics, as there are no uniform guidelines across departments on how to share information. Some operators wonder why this distinction is made, as there is always information that is relevant for their department as well. This can be exemplified by the cookie corner. In the printing department for example the cookie corner is rather minimalistic, while in other departments information on quality, new projects or other elements are displayed.

On a different note, the focus groups have uncovered that operators attach a lot of importance to personal, face-to-face feedback (*Cfr. supra 4.2.1*). Currently, the approach to give feedback differs across departments. Some process owners arrange monthly meetings with team coaches to enable feedback, but do not focus on individual sessions for operators. Others do organize such individual sessions, but only once a year. Process owners are convinced of the importance of feedback and acknowledge that it can be ameliorated. However, they would not want to give up their freedom on how to arrange it, as each team has such different characteristics.

Top management has experienced that the implementation of the company value 'open communication' is rather hard. The fear of damaging the peer to peer relationship, prevents workers from giving feedback. Management suggests that coaching sessions on effective communication might take away some of the fear. This will probably also improve the bottom-up communication, as operators will be more at ease to approach their team coaches or process owners during their daily routes through the production.

The white-collar workers' concerns regarding the content of communication were highly aligned. First of all, they unanimously shared an interest in company-wide information. As such, they expect more insight in where the company is headed, which new projects are ahead or why some projects failed. Other things of interest are market trends, new or lost customers, important discussions in the board-meetings and investments made. Lastly, evolutions in the US cannot be forgotten as people are curious about the start-up of this plant. Operators are also very interested in the latter, as some of the machines they have worked with have been moved to the US. They are for example curious about whether the US-workers encounter similar problems as they did in the past.

DVcafé is perceived as one of the most valuable information sources currently in place. This meeting covers most of the topics mentioned in the previous paragraph. It is thus a great attempt to meet the needs described above. Shortening the long and extensive presentations is, however, an action point. The core message often gets lost in detail, resulting in an indifferent audience. Attendants expect interaction to increase in the upcoming gatherings. Opening up the event to everyone, not just to those

invited, might not be feasible with a production unit operating 24/7. Therefore, people who are not invited would like the possibility to consult a written summary of the topics covered.

Another aspect which has been touched upon multiple times by both operators and white-collar workers concerns the sharing of information across departments. White-collar workers are rather keen on knowing more about projects other departments are working on or which evolutions these departments undergo. This includes another pain point, as the right information has to reach the interested people to avoid an overload in content. In addition, operators expect to be informed timely on evolutions happening in other departments affecting their work. Weekly news is according to them the ideal format to share this kind of information. However urgent messages that cannot be put on hold an entire week, will have to be communicated via another channel.

Team coaches and operators of especially the printing department have expressed their concern about the missing feedback loop (e.g. printing department and pre-press). When input is given from their side, a reaction is expected, but fails to appear.

Lastly, both group of workers mentioned that it would be pleasant to have more insight in the personal lives (e.g. marriages, childbirths etc.) of their colleagues. In this way, more engagement is created, and awkward situations are avoided.

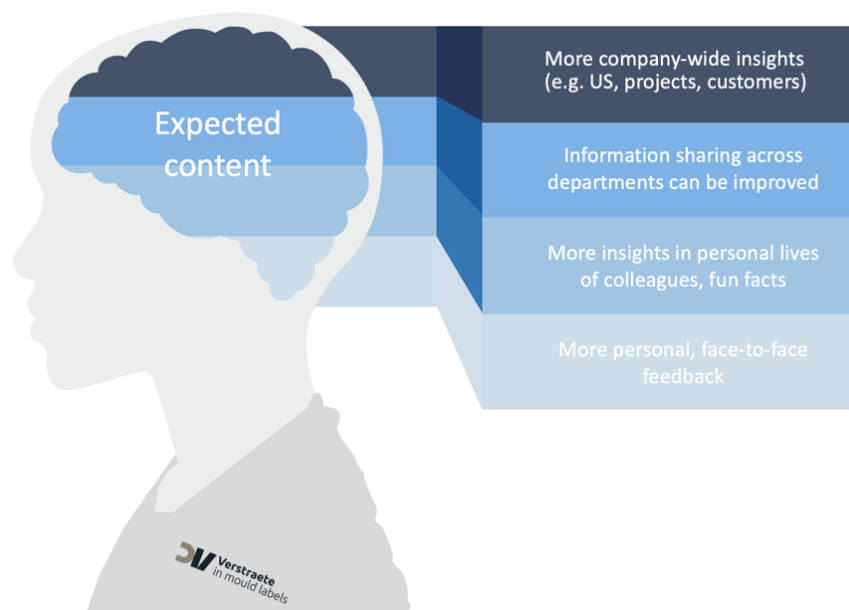


FIGURE 19 EXPECTED CONTENT OF THE COMMUNICATION

5.3. IMPROVEMENT OPPORTUNITIES IDENTIFIED BY ALL STAKEHOLDERS

The focus groups indicated two significant opportunities for improvement (Figure 20). The creation of a clearly structured portfolio of appropriate channels and guidelines on how to use them, is the first improvement opportunity. This goes hand in hand with determining which information will be sent via which channel. The introduction of an internal communication manager will be inevitable to guarantee the smooth implementation of an action plan. According to the employees, SharePoint should play a leading role herein. Ideally, all crucial news items are gathered on a centralized SharePoint-page. The biggest fear of most interviewees is, after all, to miss out on relevant news items. SharePoint is, however, not the only channel worth stressing in the action plan (*Cfr. infra 6*). The power of face-to-face communication is a clear trend that was uncovered throughout all focus groups. Two examples hereof are on the one hand the group sessions⁶ organized to share strategic information and on the other hand DVcafé. An interactive approach is needed to keep the energy level high, since quite a few operators said they tend to get sleepy after their shift and stop listening. The power of face-to-face communication applies equally to white-collar workers. For them the department meetings have great communicative power.

The second opportunity for improvement is related to changing the attitude of the employees consulting the tools. Even if every communication channel is managed optimally and pleasant to look at, it is still up to the employees to check them regularly and provide input. The outcome of communication depends ultimately on the receiver (Blundel & Ippolito, 2008). People are resistant to change, and it will therefore be the responsibility of the top management to guide them through the change. According to Waddell and Sohal (1998) people are not resistant to change *per se* (Sohal & Waddell, 1998). They resist the uncertainty change can cause. Therefore the 'why' behind change needs to be communicated in a more concise and simplistic way. A big responsibility of the team coaches is to inspire those around them to communicate effectively and become invested in the company. If the company's purpose or cause is captured by the receiver of the message, their believe and actions will follow, just as Simon Sinek explained in his Golden Circle theory (Sinek, n.d.). The aim of change management is to overcome the barriers related to communication. Only by overcoming these, the taboo on talking about results and key performance indicators (KPI's) can be removed.

To end with an inspirational quote from a focus group: "It is all about people who dare or do not dare to speak up, people who want to hear something or not, people that are convinced or not. It is all about people that want or can communicate".

⁶ Strategic info session that are given once per year to every employee (via multiple session at different times) to make them understand the new vision and strategy of the upcoming year

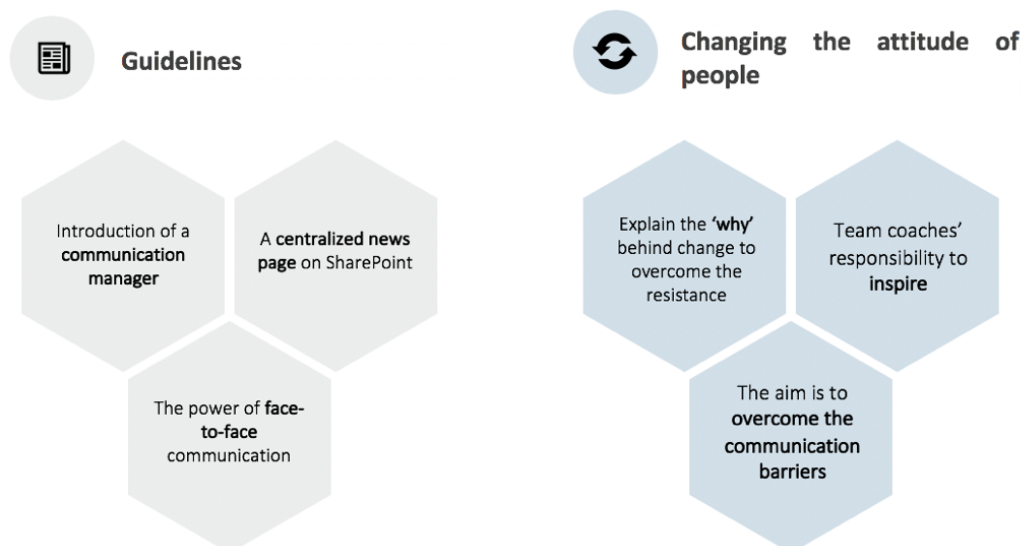


FIGURE 20 SUMMARY OF THE INTERNAL COMMUNICATION IMPROVEMENTS

5.4. A LOOK INTO THE COMMUNICATION APPROACH OF OTHER COMPANIES

Our findings were cross-checked to the communication strategy of four carefully chosen companies with a production unit (Table 1). Both their communication channels itself as their pain points were questioned. The key insights are summarized in Table 5.

TABLE 5 KEY INSIGHTS OF THE EXTERNAL BENCHMARK

COMPANY	KEY INSIGHTS
Ontex	<ul style="list-style-type: none"> • The corporate communication department is responsible for spreading guidelines and messages to sites all over the world. • 'OntexConnect' (intranet) is updated daily by the corporate communication team. • Important messages are spread by means of quarterly town halls with all site managers (quarterly results, strategic and innovative projects) or strategic info session with all employees. • Not all sites use Yammer to the fullest. • They offer a printed quarterly newsletter with information from all sites. Depending on the particular site, an additional monthly newsletter is made. • Cultural differences, two-way communication and understaffing are the most important challenges. • Ontex is a very large company, so they still have a tough road ahead. While Verstraete has concerns about messages reaching the operators, Ontex faces difficulties with forwarding messages to the local managers.
Renson	<ul style="list-style-type: none"> • Renson grew rapidly. Their internal communication became the victim of it.

	<ul style="list-style-type: none"> • Face-to-face communication is definitely the most commonly used channel and stays the most effective one. • Communication about events is carried out face-to-face or via a communication board as most operators do not have access to a mailbox. • They use a massive number of papers in the production but recognize the importance of change management in that matter. The willingness to change is unfortunately missing. • Renson lacks the staff to implement a structured communication approach and to create change management. • They have Intranet, but it is not often consulted. • SMS-alerts are used to send very urgent messages. • Instead of a newsletter, they release a printed magazine before every summer and winter break. • Renson is definitely not a predecessor.
Aleris	<ul style="list-style-type: none"> • Aleris has a full-time communication manager. • They inform board members via a 'business review update' (30-45min.) and a 'marketplace' (discussing projects via a networking event). They inform their white-collar workers and operators via an interactive strategic session (≈ DVcafé). Machines are shut down to make sure everyone is present. • Aleris holds a monthly safety meeting where the goal is an 85% presence rate. • They use info screens (coffee corner + cafeteria) to display information about quarterly results and social projects. • 'DIALOG' is a printed magazine with some informal information: employees in the picture, starters, social initiatives... • Their intranet is mainly used by white-collar workers. It is not effective for operators. • Aleris has a highly developed and structured internal communication strategy that can be educational for Verstraete IML.
TVH	<ul style="list-style-type: none"> • TVH mainly uses face-to-face and printed communication to reach operators. • They have an information board in the production displaying safety and HR-related information. • Strategy session for all employees are organized. • As a 'google-company' they use tools like Gmail, Google Drive, Facebook Workplace.... • The development of an intranet is still in an early stage. • An informal newsletter is sent to the TVH e-mail addresses of all employees with information about TVH Nudge (≈We Care). • Digitization is high on the agenda but TVH recognizes the importance of offline communication to reach everyone. • TVH is in comparison to Verstraete IML somewhat lacking behind in their internal communications. This can partly be explained by their bigger size.

6. ACTION PLAN

By keeping the suggestions given by the employees in mind, communication goals could be identified (*Cfr. infra 6.1*). With these goals, a new communication strategy is proposed (*Cfr. infra 6.2*), followed by a new communication matrix (*Cfr. infra 6.5*). By following the action plan to implement the new strategy, the overarching research question can be answered:

“How to improve internal communication of a growing company within one year via channel optimization to increase employee engagement?”

6.1. COMMUNICATION GOALS

Communication goals describe the desired objectives of a communication strategy at three levels: knowledge, attitude and behavior. The goal concerning knowledge focuses on the answer to the question ‘what does the target audience need to know?’. The goal concerning attitude on the other hand, focuses on employee engagement. Lastly, the goal concerning the employee’s behavior refers to the question ‘what does the target audience need to do?’ (Michiels, 2012).

Knowledge:

- Operators should have access to a centralized solution displaying the quality and safety requirements in an interpretable, structured manner.
- Cross departmental information should be shared on a page accessible for everyone in the organization.
- Ultimately, everyone needs to be apprised of at least one topic relating to Verstraete IML’s strategic orientation and ideally be applying this topic to their daily job.

Attitude:

- Prior to spreading a message ad random, every employee should consider thoroughly to whom he or she should communicate.
- Strategic messages should be shared in a concise and understandable manner.

Behavior:

- Encourage each department to regularly share updates on their work. This will help everybody to better understand how their work fits into the bigger picture.
- Engaged operators dare to share their opinion on Verstraete IML’s strategic orientation. They actively think along on improvement opportunities.

6.2. NEW COMMUNICATION STRATEGY

Respecting the new communication strategy should allow Verstraete IML to achieve the communication goals set up above. Naturally, these goals are the ideal scenario. The success depends on all employees, who will need to adapt their mindset towards communication.

6.2.1. DIGITAL CHANNELS

6.2.1.1. DVGAZET

REPLACING DVNET AND E-NEWSLETTER

DVnet and the e-newsletter aim at reaching everyone in the organization in a digital manner. However, the focus groups have proven that this aim is not achieved. A lot of the interviewees were unfamiliar with DVnet. In their view, this channel is on the one hand not informative enough, and on the other hand user-unfriendly. The effectiveness of the e-newsletter was rated negative as well. The fact that this e-newsletter is sent to everyone's private e-mail address, triggers the following idea: 'am I not allowed to read this information when I am at work?'. In addition, it results in unopened e-mails ending up in spam. Most interviewees are not willing to spend their free, private time on reading news about Verstraete IML's state of affairs. Years ago, the newsletter was distributed in print. A lot of the interviewees indicated to have read these printed versions carefully.

Both DVnet and the e-newsletter will be replaced by DVgazet, which will be made available in both an online and an offline version. A SharePoint communication site will provide the template for the online version. Ideally, this site is the starting page when opening SharePoint. The offline version will be made up of some stapled A4 papers distributed in the operator's cafeteria (e.g. Appendix 10). Most operators have, after all, no direct access to a computer on the job.

DVGAZET ONLINE

A representation of what DVgazet online could look like, can be seen below (Figure 21). The head banner (Figure 21 - 1) is preserved for an engaging message and information on market trends, updates on the US plant and customer cases. Adding to this, news on evolutions in the departments, accomplishments of the company (e.g. visit to Heidelberg) and other notifications (e.g. new JMT report is available in the cafeteria) will be spread via the section 'news updates' (Figure 21-2). Hereby, the second communication goal is answered. The upcoming events (e.g. We Care) belong to the 'events' section (Figure 21 - 3). Lastly, the section 'HR news' (Figure 21 - 4) will be used to highlight announcements on marriages, childbirths etc., since the focus groups confirmed the need for updates on this topic.

A major advantage of using the SharePoint communication site are the supporting analytics capturing every visit, comment or like. By analyzing this data, the content could be optimized continuously. Keeping the content up to date will require time and resources. To make this a reality, the communication roles will have to keep close contact with the internal communication manager (*Cfr. infra 6.3.2.1*). In the end, it will be the internal communication manager who incorporates the provided content in DVgazet online. The HR department will make sure the personal announcements are kept up to date. A manual on how to post new information on the site was designed (Appendix 9).

The screenshot shows the DVgazet SharePoint communication site. The interface includes a blue header with the SharePoint logo and a user profile 'mv'. Below the header is a navigation bar with 'Start', 'Documenten', 'Pagina's', 'Site-inhoud', and 'Bewerken'. A search bar is also present. The main content area is divided into several sections:

- Section 1:** A large image carousel with four images: a building with a yellow duck, a warehouse interior, a bowl of food, and a plastic bag.
- Section 2:** 'Nieuwsupdates Verstraete IML' with a yellow 'jvt' sign and the text 'JVT is op zoek naar jou!'. Below it, a photo of a meeting and the text 'Op bezoek bij Barry Wehmiller Papersystems'.
- Section 3:** 'Events' with a 'Kookworkshop - gezonde snacks & gezond ontbijten' event.
- Section 4:** 'HR nieuws' with a table of news items.

Titel	felicitier met ...	Datum
Marie Verstraete	is deze week jarig	vrijdag
Ella Remmerie	begint volgende week in kapperij	over 5 dagen

FIGURE 21 DV GAZET AS A COMMUNICATION SITE ON SHAREPOINT

DVGAZET OFFLINE

Over the course of the focus groups, it became clear that reaching operators would require a communication strategy that is different from the one used for white-collar-workers. The process owners, the team coaches and the operators questioned the effectiveness of a merely digital approach. This finding reoccurred in the external benchmark. Aleris in particular stressed the importance of using print in their communication with production.

Therefore, it is recommended to place a printed version of DVgazet in the operators' cafeteria. Gradually, this printed version could be replaced with iPads, allowing direct access to DVgazet online. This digitization comes with some IT related challenges. Every operator would have to login with his or her personal password in order to access the communication site. In the focus groups, the recurrent login in SharePoint was experienced as a hurdle. A general account that is kept constantly activated will not solve this problem since this would allow operators to comment on news messages anonymously causing a loophole for inappropriate behavior.

Not every topic covered in the online version, will be copied in the printed version of DVgazet. Ideally, the printed version will contain a message of the managerial team, an extract of 2-3 article, the summary of DVcafé and a casual column on production (e.g. operator in the picture nominated by the communication role). The importance of involving production in this printed version, was stressed by Prof. Dr. Hannelore Crijns (Crijns, 2019), as it results in higher personalization.

6.2.1.2. YAMMER

REPLACING FACEBOOK

Verstraete IML is currently using an internal Facebook page to enable a more interactive way of communicating with all employees. Overall, the focus groups have questioned the effectiveness of this tool. Some employees do not have a Facebook account, so not everyone can be reached. Others do not like interference with their private life. In addition, Facebook is not the place to share strategic projects or company results as it remains a commercial site.

To resolve the problems mentioned above, Yammer would be the ideal channel to replace the internal Facebook group. Verstraete IML has two other public sites on Facebook having a significant number of followers, where almost the exact same information returns. Removing the internal Facebook page will thus not create an information gap on that site.

YAMMER GROUPS

Yammer is an internal social network for companies offered by Microsoft and available in the Office 365 package. It is destined to create open and dynamic communication, company-wide. The ultimate goal of Yammer is to create more engagement throughout the organization. This is in line with the goals set by Verstraete IML. Another benefit of Yammer is the possibility to integrate the network with other applications of Office 365, like outlook (e-mail) and Microsoft Teams. The latter are two channels proven to be successful within the company. Lastly, Yammer is developed to offer high quality security and compliance functions, which makes it possible to start posting company specific information like financial results (Microsoft Office, n.d.).

Yammer has features similar to those of a Facebook group. Messages such as photos, videos and links to certain websites can be posted. The user can like, react and share others' posts, which makes it a very interactive tool. An extra add-on of Yammer is that groups can be created to structure the information flow. Here, the objective is to share specific information on predefined groups. In that way, the employees can easily navigate to their information of interest. In order to let Yammer thrive, it is of major importance to keep the groups alive. This will be achieved by appointing responsibilities (Table 6) (*Cfr. infra 6.3.2*). In the case of Verstraete IML it would be interesting to start off with the groups given in Table 6.

TABLE 6 YAMMER GROUPS

Group	Information	Responsibilities	Target audience
All Company	HR-information (e.g. overtime arrangements), did-you-know statements, important occurrences within the company (e.g. Visits to Heidelberg, new air-conditioning), internal achievements of own department to share with other departments	Social ambassadors, HR representative, MarCom representative (only they can post messages)	All employees
We Care	Photos or posts concerning the 4 We Care pillars: relax, fun, food & move	Social ambassadors, HR representative, MarCom representative	All employees
Flow 2.0	Everything about the revitalization of the FLOW culture (Flexibility, Learning capability (coaching, trainings etc.), Open Communication, Working in team)	Social ambassadors, HR representative, MarCom representative	All employees
Starters	Page to enable fast feedback on concerns from starters, to ease the first days at the job	HR representative	Employees < 1 year at Verstraete IML
DVAcadamy	Topics on training/coaching/new techniques	Social ambassadors from production, team coaches, process owners	Mainly production department & everyone interested
Verbeteridee	Ideas on improvements in processes	Katrien & Lien (previous JIT responsables)	All employees
Zomeractie	Photos / posts specific for the summer action	Marketing department	All employees
Servicedesk	Urgent questions	Communication manager	All employees

IMPLEMENTATION STRUCTURE YAMMER

Yammer is believed to be a powerful tool to increase connectivity throughout the company. This will increase efficiency in both idea sharing and the execution of job related tasks, as it reduces silo-thinking (Business Goes Social, 2014). The full potential of this tool can only be unrolled, when a lot of effort is put in the tool's implementation and maintenance. The perceived danger accompanying the implementation is twofold. Firstly, all employees need to be engaged to start using Yammer. Secondly, the features should be explained thoroughly to avoid the social network turning into an unstructured format. Another point of attention is the maintenance of Yammer. As will be explained below (*Cfr. infra 6.3.2.1*), the people responsible for their groups (Table 6) should keep the group alive by posting on a regular basis to prevent it from dying out.

To avoid these pitfalls, a one-month pilot project will be set up (AvePoint Blog, 2018). This will be carried out during the summer, as the marketing department will be reinforced then. In a first step, the social ambassadors will be involved during info sessions. They will get more information on what Yammer is all about and how it should be used. The Yammer groups (Table 6) will be discussed and they will be offered the chance to give feedback and think along in a constructive manner. In a second phase, four departments will be selected to join the pilot project. To make the project more representative, the objective is to include two production departments and two departments belonging to administration. Hence, possible gaps in usage rate between production and administration can be addressed. The ideal scenario would be to give workshops on the functionality of the Verstraete IML Yammer to all members of the pilot. This will lower the threshold for participating in the whole Yammer story.

Based on usage rate and feedback sessions, it can be decided to launch Yammer for the whole company. Giving info sessions to the added departments will be necessary to get everyone on board.

6.2.1.3. COOKIE CORNER

The focus groups with operators, team coaches and process owners unveiled that the cookie corner would be the ideal place to communicate messages on quality, performance etc. with the operators in production. Management, however, expressed their concern on abuse of this small break. After a second feedback round, it was decided to place the communication board, displaying information on for example quality and performance, in the cookie corner for the punching and cutting department. For the printing department it will be placed in the production itself, outside the cookie corner.

Every cookie corner will also be used to inform operators on the projects they are currently working on or have been working on lately. Two key findings support the decision to display projects on the screens. Firstly, throughout the focus groups held with the operators, it became clear that the cookie corner is not the ideal place to share overarching company information. Secondly, operators have signaled their

interest in some background information concerning the labels they produce, for example why certain customers have decided to work with a competing firm in the future.

Limiting the slide deck to only three slides will increase the absorption rate of the info. The first slide should be dedicated to the label itself, especially its visualization on the package. The second slide should place the client ordering this label in the picture. This slide can contain general information (e.g. every day over 2.5 billion people use a Unilever product). A third slide should be dedicated to the size and importance of the particular project. Attention must be paid to the timing of the slides. Reading a slide out loud gives an indication on how long it would take the receiver to process the info.

Every two weeks the person responsible for this channel (e.g. Louise and Delphine of the internal sales department) should switch to highlighting another project. To make the presentation pleasant to look at, these two responsible people should get a coaching session of the visual expert (e.g. Wim of the marketing department). The visual expert could offer help in reducing long written texts. A message transmitted in words should be supported by a visual. Especially in the last slide on the importance of the project, the 'why' should be explained thoroughly (*Cfr. 4.4.2 - Golden circle Sinek*).

6.2.1.4. INFO SCREENS CAFETERIA

Not much will have to be changed regarding the information screen in the cafeteria of the operators. The operators were convinced of its effectiveness. Though, the subjects displayed on the slideshow should be limited. It is recommended to show no more than four slides. The occupational accidents and sandwich of the month should continue to be visible on this medium. The We Care events and some other ad-hoc information (fun facts or urgent messages) would be the perfect add-on. Ideally, the marketing department (e.g. Wim) updates this channel weekly. Since most information displayed on this channel will be outdated quite quickly, regular updates are crucial.

6.2.2. OTHER CHANNELS

6.2.2.1. DVCAFÉ

In response to the need for a more interactive approach, the format of DVcafé will be altered. Every DVcafé will kick off with a plenary session where three speakers each discuss a topic. They get ten minutes to complete their presentation. Five extra minutes will be foreseen for each speaker to avoid overtime in the end. These five minutes could already be used for pressing questions. After forty-five minutes, when all speakers have discussed their topic, the second part will take off. For this part, the audience will be divided in three groups (Figure 22). Each group will take place at a table where a speaker is sitting at. These smaller groups lower the threshold to ask questions and start a deeper, interactive discussion. On the tables a summary of the core message of each speaker will be available

to trigger the memory of the participants. After ten minutes a timekeeper will force the speakers to switch tables.

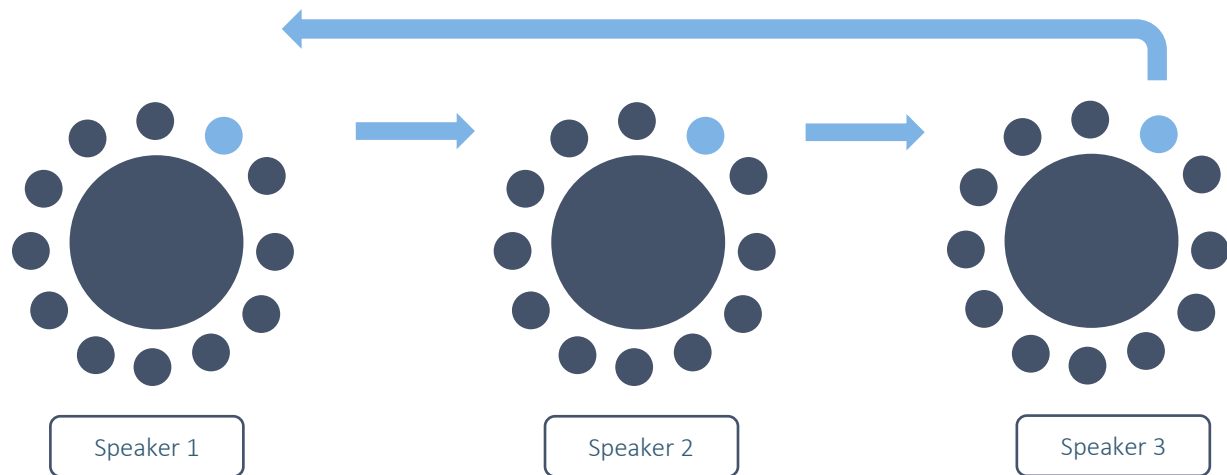


FIGURE 22 DVCAFÉ SETTING FOR THE INTERACTIVE SECOND PART

Changing the format will be the most important action point regarding this channel. A revision of the topics presented during a DVcafé is not needed per se. The focus groups affirmed that DVcafé is the optimal channel to share information on the business results, strategic projects and departmental projects.

Secondly, the focus groups confirmed that there is a clear need for a comprehensive summary of every topic. The summary should only entail the key take-aways. As stated in the communication goals these key take-aways must be formulated in a concise and interpretable manner. This would make it easier for operators present at DVcafé to spread the information in production. Prior to the actual DVcafé, the internal communication manager will dry run the presentation with every speaker and coach him or her on action points. Hence, the internal communication manager will be well acquainted with the key take-aways. This will ease the writing of a summary, which would be made available via DVgazet (*Cfr. supra 6.2.1.1*).

Lastly, it is advised to change the timeslots DVcafé is held in. Today a DVcafé is organized either at the start of a working day (8 am – 10 am), or at the end (4 pm – 5.30 pm). Some team coaches have signaled that by organizing it in this manner, operators working in a late shift or in an early shift will not be willing to travel to Maldegem especially for attending DVcafé. A DVcafé organized over lunch could potentially reach more people.

6.2.2.2. DISPLAYS REFTER

Even though the focus groups confirmed the effectiveness of the displays in the cafeteria, it was decided to eliminate them. The list of the reviewed channels which are accessible in the cafeteria of the operators is quite extensive already: info screen, JMT/JVT report and DVgazet. The displays could

therefore result in an information overload. In addition, the messages shared via the displays can easily be included in the toilet posters and DVgazet. These are supposed become very effective channels.

An alternative for elimination could be to breathe new life into these displays by using them to put certain topics in the picture. To ensure consistency, every topic would have been communicated with a 'did you know' statement. An example could be 'did you know 43 people joined our yoga workshop? Did you participate?' These 'did you know' statements, could however easily be included in the DVgazet.

6.2.2.3. TOILET POSTERS

In all focus groups the effectiveness of a toilet poster was rarely contested. Since everyone seems to read these posters, it is recommended to use this channel as a call for action. Employees should be engaged rather than informed via this channel. Mainly HR related messages (e.g. refer a friend, need for more people taking up a role...) and We Care events will be displayed. This is in line with top management's objective to create more employee engagement.

It was noted that information shared on a toilet poster is fairly soon outdated (e.g. passed events). Ideally, the posters are updated weekly by the marketing department.

6.2.2.4. REPORTS (JMT / JVT)

Nowadays the JMT and JVT reports are available both on SharePoint and in print in the cafeteria. Especially operators were unanimous on the success of the printed version. Offering operators easy access to this document is crucial, since this feedback channel replaces the union. White-collar workers on the other hand have easy access to SharePoint at their desk. Consequently, no major changes will have to be implemented with regard to this channel.

Although the approach itself might be good, changing the lay-out of the documents is recommended. Templates were already designed and approved by the people in charge of writing these reports (Appendix 4). The new templates facilitate the desire to read the documents and improve the structure and consistency among the documents.

JMT and JVT will still be distributed on a fixed day, every month, in the cafeteria of the operators. JVT will not be distributed to the white-collar workers, as this is less relevant for them. They can still consult the report on the SharePoint page. Each time a report is published, a notification will appear on DVgazet (*Cfr. supra 6.2.1.1*).

6.2.2.5. COMMUNICATION BOARD PRODUCTION

In response to the need for structured information on for example quality (Appendix 6) and performance, as stated by the first communication goal (*Cfr. supra 6.1*), it is recommended to install a communication board. This communication board will take the form of a whiteboard (printing department) or magnetic board (cutting and punching department). The board will serve as a template of which the lay-out will be tailor made to the needs of every department. The process owners and team coaches have already reached consensus on the latter (Appendix 5). Once the board is in place, loose documents in the cookie corner and production will be removed.

After an elaborate talk among process owners, the decision was made to not display an extensive amount of KPI information on the communication board. Solely information on the revenue per day for punching department, finished sheets per day for the cutting department, and number of external complaints per month for the printing department will be visible. In the future, team coaches will apply a more face-to-face approach to communicate performance. They will install a metric device that is able to carry out continuous performance measurements while an operator is active. On the spot feedback will be possible, as this device will hang alongside the machine.

For the punching and cutting department the communication board will be placed in the cookie corner. Since every employee visits the cookie corner every once in a while, the communication board will be recognizable and actively used. The printing department preferred a spot in the production itself.

The implementation of this new channel is supported by the key insights of the focus groups. A first insight pointed towards a desire for more quality related information. A second insight revealed that a lack of structure results in an information overload. Simplicity and visualizations will ease the readability of important information. Thirdly, the number of loose papers in the production need to be reduced. No one is up to speed on the relevance of certain documents.

Therefore, the overall responsibility on the tidiness of the board will be assigned to the process owners of each production department. In the weekly department meeting, arrangements will be made on which team coach will update the individual papers on the board that week, resulting in a rotational system.


6.2.2.6. WEEKLY NEWS

The focus groups confirmed that weekly news is a very powerful tool in the communication towards operators in production. None of the companies interviewed in the external benchmark had a similar communication channel. This proves that Verstraete IML has already heavily invested in the optimization of its internal communication flow, relative to the respective companies.

There is always room for improvement though. Every team coach performing the weekly news should stimulate the operators to ask questions and give feedback. By doing so, he or she will get input on topics to be discussed in the weekly department meeting. The answer to the questions raised, could then be given during the following weekly news. This is proposed in response to the intel gathered in the focus groups. There, some operators complained about the lack of involvement. They mentioned that most messages are communicated in the formulation ‘there has been decided that’. It is thus recommended to make the team coaches aware of the importance of explaining the ‘why’ behind a decision. Another improvement possibility is to finish each weekly news by repeating the core messages to remember. In this way, misunderstandings can be avoided.

6.3. FIT FOR CHANGE


6.3.1. CHARGING THE SIX BATTERIES




Ambitious top team

This research project was initiated on request of top management. For years now, they are actively looking for ways to improve the information flow throughout the organization. They also agreed on participating in a focus group, which expresses their willingness to make this action plan a success. Although they have already established considerable progress in the past, their motto is: ‘Standing still is going backwards.’

Verstraete IML has made a definite choice for operational excellence. They have a clear vision on how they will pursue this strategy in the future. However, they experience difficulties in keeping all employees informed on the ongoing strategic projects. In the focus group, top management pointed out that stressing ‘why’ certain strategic projects are relevant might increase employee engagement. In addition, providing a more profound picture of expectations towards their employees will encourage them to take action.



Clear strategic direction



Healthy culture

At Verstraete IML the employee’s well-being is a central focal point. Different initiatives, such as We Care, JVT/JMT and growth policies support this objective. The FLOW acronym is without a doubt known by every employee in Verstraete IML. Nevertheless, putting values on paper does not always result in their application. The realization of ‘open communication’ in particular, is harder than expected. Currently the acronym FLOW is given a new interpretation, which will be in place at the end of this year.

Verstraete IML tries to avoid the classic hierarchal structure of an organization. It is, however, impossible to reach every employee individually. Therefore, department heads, process owners and team coaches were assigned to make sure the information flow reaches the right people (Figure 23). Structure is sometimes lacking in this flow. Clear guidelines should be drafted, and additional leadership figures appointed to create more structure and reduce silo-thinking.

Powerful management infrastructure

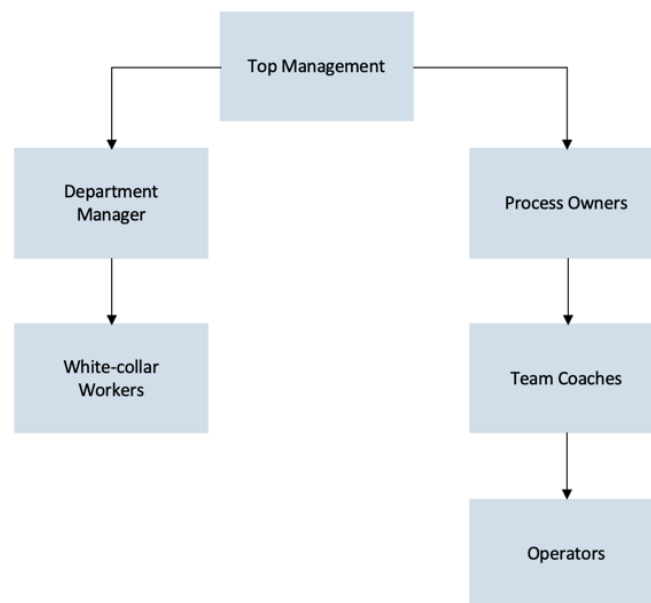


FIGURE 23 OVERVIEW OF THE RESPONSIBILITIES FOR TOP-DOWN INFORMATION FLOW AT VERSTRAETE IML

Strong connection with employees

Throughout this research project, it became clear that a familiar, informal vibe prevails at Verstraete IML. Top management, for example, knows every employee by name. There are some more formal channels in place, allowing employees to connect with management via idea sharing (e.g. JVT/JMT). Nevertheless, some employees expressed that they are not always thoroughly involved in ongoing projects. By changing the format of powerful tools (e.g. DVcafé and e-newsletter) connection could be improved.

The end result of this research project is an action plan providing specific steps to follow. Unfortunately, the marketing department is currently understaffed. To counter this, the first few steps will be carried out by the research team (Cfr. *infra* 6.4.1).

Action planning and implementation

Since most of the six batteries are at least partly charged, Verstraete IML is ready to carry out the proposed changes.

6.3.2. CHANGE MANAGEMENT IN THE ORGANIZATION

6.3.2.1. ADDITIONAL STAFF

Today, internal communication is one of the marketing department's job responsibilities. As they are understaffed, no one is able to dedicate his or her full attention to internal communication. For the successful implementation of the action plan, however, it is recommended to open a vacancy for an internal communication manager. Ideally, the right person can be recruited internally. A familiar face with knowledge of the business, will have a smoother startup compared to an externally recruited staff member. Everything the internal communication manager needs to know is bundled in a brochure (Appendix 8).

To offer the internal communication manager some additional support, it is recommended to introduce a communication role in every department. In production, this task should ideally be taken up by a team coach. The communication role functions as first point of contact when anyone in the organization wants to share exiting news. The communication role is expected to take everyone in his or her department along in the idea of 'open communication', by encouraging those too shy to speak up. Since the communication roles are in close contact with the internal communication manager, news can be easily passed on via e-mail. It is then up to the internal communication manager to share the content on the correct communication channels (e.g. DVgazet).

Eight social ambassadors were appointed earlier this year. They were asked to post messages on social media on a regular basis (once a month). By doing so, they would give the outside world a glimpse at what life at Verstraete IML looks like. They are, thus, only part of the external communication strategy. Yammer is not too different from a social media platform like Facebook, though. In the 'All Company', 'We Care' and 'FLOW 2.0' group there is a role to play for the ambassadors. As of the moment Yammer is launched, the ambassadors will be expected to post a message at least once a month thereon. If the number of social ambassadors were to grow to twelve, each of the three Yammer groups mentioned above would have four people responsible. Ideally, this results in approximately one post a week in each group. The posts in these Yammer groups may as well be posted on the social media channels focusing on external communication (e.g. Facebook, Instagram ...).

To improve the communication flow even more, two new meetings will be introduced. Every three months the internal communication manager will be brought together with the communication roles. In this meeting, the progress in the internal communication flow will be discussed. A second meeting will be organized every month with the internal communication manager and the social ambassadors. The internal communication manager shares action points with each of the ambassadors (e.g. focus on explaining the 'why' behind a decision). Furthermore, a task division regarding the key topics on which to post is made.

6.3.2.2. CHANGING THE MINDSET

As mentioned before: “It’s all about people that want or can communicate” (*Cfr. supra 5.3*). Ideally, every employee at Verstraete IML is the perfect communicator. Communication effectiveness would already rise enormously when striving for two main communication goals: raising communication awareness and enabling continuous feedback.

Communication awareness is about establishing foresight. Prior to communicating in any possible form, the sender should think about the intended message and the target receiver, as stated in the communication goals (*Cfr. supra 6.1*). In Verstraete IML, some improvement opportunities on this facet could be identified. First of all, the team coaches should be remembered of how important it is to put emphasis on the ‘why’ of their messages (*Cfr. supra 4.4.2 - Golden circle Sinek*). Operators sometimes feel passed by. This can be avoided if team coaches explain thoroughly why certain changes are implemented and whose idea it originated from. Furthermore, all supervisors in administration are responsible of what information is shared within their own department. Awareness should be raised about reflecting more on what is important to share, in order to prevent overlooking important information. In addition, the function of the communication role is to reflect on which information would be valuable to other departments. Ideally, other employees should experience a low barrier to share opinions and ideas with this person. Last but not least, all employees should feel comfortable to communicate with their peers and do so when valuable information arises.

In the most optimal scenario, Verstraete IML’s value ‘open communication’ leads to on-the spot feedback throughout the organization. Unfortunately, both giving and receiving feedback constitute important barriers and being a good communicator is not in the nature of all employees. Nevertheless, offering education in communication, through e.g. workshops, can enable employees to raise confidence in delivering positive or negative feedback, improve listening capabilities and learn to deal with more diverse situations. Enhancing these particular skills could result in reinforced relationships, eliminate costly misunderstandings and improve team work. Ideally, all employees should be able to participate in such workshops, which do not necessarily should take a lot of time. If this would not be feasible in practice, it would be a good start to offer extra training to all supervisors and the future communication roles.

When this mindset of thinking about the message and the receiver is adopted, it could also lead to targeted communication via the right channel. Changing this mindset is however easier said than done. To achieve this, it will, next to giving workshops, ask a lot of energy from the internal communication manager. He or she will be responsible to keep the atmosphere alive. Engaging-evoking messages on toilet posters can be used from time to time to remember people of how important it is to communicate properly.

6.3.2.3. COMMUNICATING CHANGE

Not every change suggested in the action plan will be communicated extensively with everyone in the organization. After all, some changes do not require a major behavioral change. Some of the quick-wins will have to be discovered by the employees along the way (e.g. changed content on the toilet posters). Other changes, impacting the production department, can be addressed during the weekly news (e.g. cookie corner and communication board).

For DVgazet and Yammer, it is a different story. Employees will need some guidance in reaching out to these channels. The approach hereto will be twofold. On the one hand, face-to-face information sessions can be organized to inform everyone on the decision to launch these two channels. This could take place in either a DVcafé or smaller group sessions dedicated to the topic. A follow-up campaign using toilet posters will continue to spark the curiosity. A decision tree was made that could help the employees in finding their way to the right communication channel (Appendix 7).

6.4. ACTION PLAN IMPLEMENTATION

6.4.1. TIMELINE

Not every action in the action plan requires equivalent resources. Some are so-called ‘quick-wins’, others will consume more time and resources for a successful implementation. Therefore, the implementation process has been divided into four consecutive phases.

Phase one focuses on the quick-wins. This phase was partially implemented within the timespan of the in-company project. The following channels are categorized as a quick-win: cookie corner, weekly news, communication board, DVcafé, toilet posters, displays, info screen cafeteria and the templates of JMT and JVT. A detailed overview of the specific steps to take for each channel can be found in Figure 24. Despite the fact that DVgazet is not considered a quick win, the launch is foreseen in this phase already. DVgazet its full potential will not yet be unrolled in this phase though. In the subsequent phases, the follow-up of DVgazet will continue (*Cfr. infra Phase 4*). The decision to launch DVgazet in this phase already, is rooted in the complex and time-consuming process of adjusting content on DVnet and the e-newsletter. Given that the marketing department is understaffed, the decision to replace these channels with DVgazet is obvious.

Phase two will be initiated in August (Figure 25). As mentioned above (*Cfr. supra 6.2.1.2 – Implementation structure Yammer*), a pilot project of Yammer will be launched during a follow-up student job, when the marketing department is thus reinforced. If the pilot is a success, Yammer can be launched for the whole company. Prior to this, new social ambassadors will have to be appointed. They have to be informed on their reviewed duties (*Cfr. supra 6.3.2.1*).

Regarding phase one and two, there is already some indication on the availability of the resources enabling the start up. For phase three and four, this is a whole other story. The startup of phase four depends on the successful completion of phase three. Phase three entails the reinforcement of the marketing department with an internal communication manager. He or she will be assisted by one trained communication role in every department (*Cfr. supra 6.3.2.1*).

Then everything is set for the enrollment of phase four. The overall objective is to have a better view on what is internally communicated, to proactively remove barriers in communication and to involve all employees in the internal communication practices (e.g. by giving workshops) (*Cfr. supra 6.3.2.2*). The communication responsible will start by going around in the company to listen to employees and collect interesting content. This person will here fore be assisted by the communication roles. A direct consequence of the introduction of an internal communication manager, is that time is freed up enabling DVgazet to be updated more frequently. It will be installed as the home page on SharePoint, with news coming from various quarters of the company. DVgazet offline can then also be upgraded by e.g. adding a personal column. These changes should be communicated properly to the whole company (*Cfr. supra 6.3.2.3*).

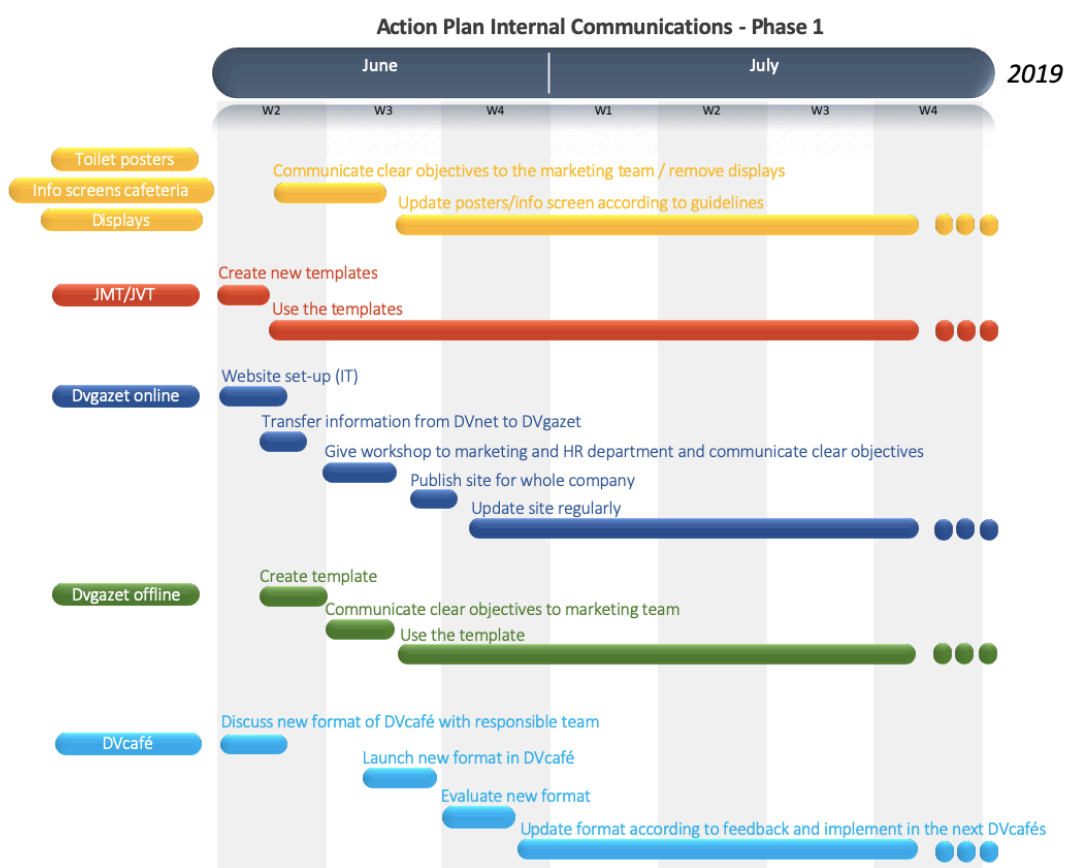


FIGURE 24 ACTION PLAN - PHASE 1 (PART 1)

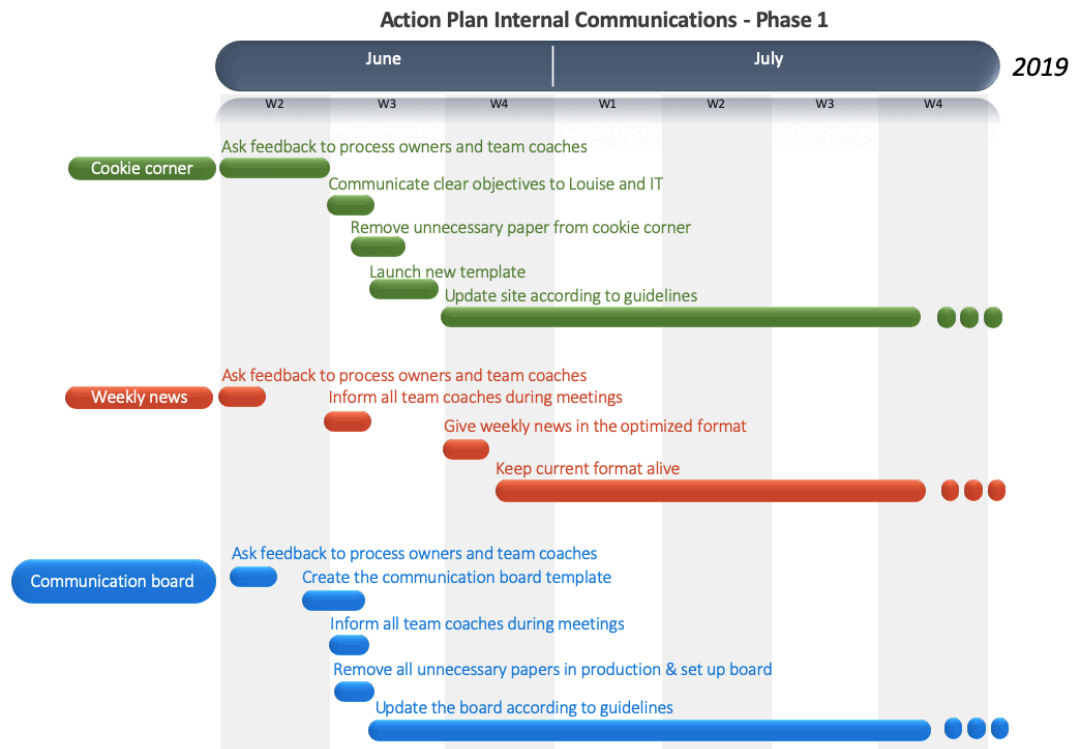


FIGURE 24 ACTION PLAN - PHASE 1 (PART 2)

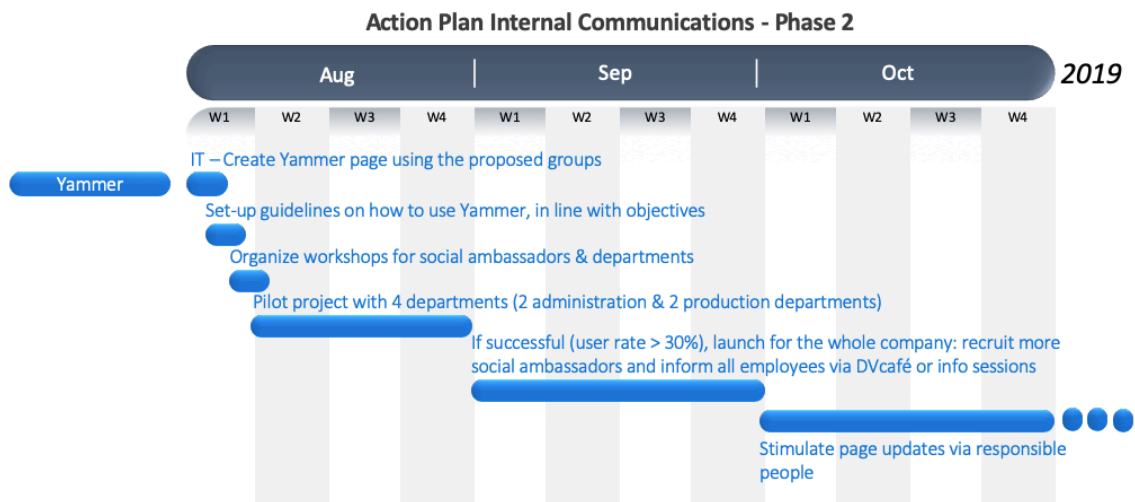


FIGURE 25 ACTION PLAN - PHASE 2

6.4.2. EVALUATION

Communication is a never-ending story. To be very flexible in solving problems around the topic and to make sure the communication strategy is followed, a quarterly meeting will be held with the communication roles and the communication manager (*Cfr. supra 6.3.2.1*). To keep on optimizing the communication strategy, it is recommended to organize a survey or focus groups each two years. The employees' preferences can change over time and need to be mapped before an updated strategy can be brought to life.

6.5. COMMUNICATION MATRIX

	FACE-TO-FACE COMMUNICATION		PRINTED COMMUNICATION CHANNELS				
	DVcafé	Weekly News	Reports cafeteria	Toilet posters (5)	Communication board production	DVgazet	Totem safety
Company-wide news (1)	x					x	
Department information (2)		x			x		
Project information (3)							
Personnel cases (4)				x			
'Did-you-know-that'							
JVT/JMT			x				
DVcafé summary						x	
We Care, events				x			
Personal information (birthdays, weddings...)							
Occupational accidents, sandwich of the month							
Safety information							x (poster)
QA/QM					x		
Performance information					x		
Documents							
Urgent messages							
Ad-hoc information (6)					x		
FREQUENCY	Every 6 weeks	Weekly	Monthly	Weekly	Daily	Every 6 weeks	Monthly
TARGET GROUP	Everyone	Operators	Everyone	Everyone	Operators	Operators	Operators
RESPONSIBILITIES	DVcafé team	Team coaches	Liesbeth & Sabine	Communication responsible	QM/QA & Team coaches	Communication responsible	Safety responsible

	DIGITAL COMMUNICATION CHANNELS					
	DVgazet	Yammer	Screen cafeteria	Cookie Corner	E-mail	SharePoint (department page)
Company-wide news (1)	x	x				
Department information (2)						
Project information (3)				x		
Personnel cases (4)		x				
'Did-you-know-that'	x	x				
JVT/JMT	x					
DVcafé summary	x					
We Care, events	x	x	x			
Personal information (birthdays, weddings...)	x					
Occupational accidents, sandwich of the month			x			
Safety information	x (poster)					x
QA/QM						x
Performance information						x
Documents						x
Urgent messages					x	
Ad-hoc information (6)			x			
FREQUENCY	Daily	Daily	Weekly	2-weekly	Daily	Daily
TARGET GROUP	Everyone	Everyone	Operators	Operators	Everyone	Everyone
RESPONSIBILITIES	Communication responsible	Roles & Communication responsible	Wim	Louise	Everyone	Everyone/Team coaches in production

(1) Company results, strategic projects, departmental projects, market trends, US updates, word of management, customer cases...

(2) Information relevant for the departments, also delivered via other departments

(3) Product related information, customer in the spotlight (which kind of customer, requests...), why a certain project has been won or cancelled.

(4) E.g. refer a friend, overtime arrangements...

(5) Engaging instead of informing

(6) Feedback on potential new labels/projects, campaigns (e.g. anti-mixing), information about delivery terms, urgent message sharing (e.g. PMD did not change for industry)

7. CONCLUSION

Effective internal communication is crucial, yet complex in a modern, growing company. Many executives have no clue on how effective communication positively impacts the company's financial performance and its organizational reputation. The way communication is installed can distort or enhance a message, can engage or disengage people, can make or break the company culture.

To optimize a communication strategy, five main challenges need to be dealt with. Primarily, the receivers' communication needs should be clearly mapped. There is often a gap between the perceived and the actual needs of the receiver. Secondly, the reason why a decision is taken should be highlighted more when spreading the message. The Golden Circle principle of Simon Sinek is a simple, yet powerful model that encourages inspirational leadership. Often employees know 'what' they do, or 'how' they should do it, but very few individuals understand the 'why' behind certain actions. Thirdly, building a clear structure is an important pillar that often gets forgotten. Companies tend to keep on introducing new communication channels without thinking about the 'glue' that holds everything together: a communication matrix to outline the general strategy. Fourthly, people rarely pay attention to foresight. They do not think thoroughly about whom should be notified when sending a message. This leads for example to an active e-mail traffic via general company addresses or overall misunderstandings. Even the smallest change in the mindset of people can have a big impact on this facet. Lastly, evaluating communication effectiveness in order to improve is not self-evidently. Depending on the company culture, the most appropriate method (surveys, focus groups, individual interviews) should be applied.

An external benchmark provided interesting insights in the maturity of Verstraete IML's communication strategy compared to that of the interviewed companies. Ontex, Renson and TVH face similar problems as Verstraete IML (e.g. reaching operators), yet all three lack the structure and appropriate channels to solve them. Verstraete IML has a big step ahead with powerful channels such as DVcafé and weekly news, which are not yet discovered by these companies. Aleris does have an extensive communication strategy. Having a full-time internal communication manager allows them to put more energy and effort into matching their channels with the employees' wishes.

Even though improving the internal communication approach is very case-specific, some generalized findings can be formulated as a result of this research. First of all, digitization is important. Yet, in the communication towards blue-collar workers, face-to-face and print still prove to be the most effective tools. Secondly, having a substantial number of communication channels is not necessarily bad. Creating a structure that holds the different parts together, is what will make them effective in distributing information. Lastly, a communication team should be available to put a substantial amount

of effort into keeping the channels alive and updated. In general, the findings are in line with the existing literature on internal communication.

Although this research led to valuable suggestions towards Verstraete IML, limitations of the project cannot be overseen. Collecting data through the use of focus groups ought to be the best way to assess the employees' needs and expectations. Downsides to this research method are that on the one hand some employees might have been hesitant in sharing their true opinion, on the other hand 'group thinking' could have occurred. Through the use of a small survey at the end of each focus group and the usage of multiple moderators paying attention to the non-verbal communication of the participants, this effect was countered. As analyzing a focus groups is fairly labor intensive, the number of focus groups that could be organized was limited. Organizing more samples might have been more educational. In addition, by implementing a purposive sampling approach and solely selecting enthusiastic employees willingly to engage in the project, a bias could have occurred. When testing for the eagerness of employees to seek out certain information, the volunteers might be more engaged than the average employee. Another limitation is linked to the scope of the project. As the scope of this research project is limited, suggestions related to for example personal feedback could not be addressed.

Prof. Dr. Hannelore Crijns confirmed that there is not much academic literature on internal communication models. Communication is correlated with the structure, culture and practicalities of a company, making it hard to generalize it in models. It would however be possible to create an overall model on how to communicate effectively by putting insights together from several case-studies. Next to that, future research could check on pain points or suggestions with those employees that were not yet invited to a focus group. Lastly, pilot projects could in the future test the potential of alternative tools.

In the future, it is recommended to keep on updating the communication matrix. To achieve this, the internal communication manager should organize focus groups every two year. It is crucial to map issues quickly and adapt the approach where needed. Especially when gradually going for more digitization, it will be important to have people available that change the mindset of the employees.

To end with a quote: "Internal communication is not about telling employees what to think. It is about creating and enabling authentic, ongoing dialogues with and between them" (Barton Paul, Accredited Business Communicator).

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APPENDICES

APPENDIX 1 – FOCUS GROUP MANUALS

FOCUS GROUPS - OPERATORS

PRACTICAL INFORMATION

Location: Verstraete IML

When: Thursday 9th of May (12h30 - 13h30) / Friday 10th of May (10h30-11h30)

Who:

Name participant	Division in the production
GROUP 1	
Aldo Voet	Operator cutting department
Thijs Hurtekant	Operator cutting department
Melissa Vossaert	Operator punching department
Frederik Regelbrugge	Operator printing department
Dieter Top	Operator printing department
Lowie Roegiers	Operator ink lab
GROUP 2	
Vicky Debusscher	Operator punching department
Cathrin Hauck	Operator punching department
Brecht De Coninck	Operator cutting department
Sara Meireman	Operator ink lab
Wim Cnockaert	Operator printing department
Rohan Onderdonck	Operator printing department

GUIDELINES

PART 1: INTRODUCTION (5')

- Welcome
- Presentation of the research team
- Aim of the focus group: Mapping the internal communication and its defaults
- Rules of thumb;
 - There are no wrong answers
 - Don't interrupt who is talking

- Everyone's opinion is valued. Because of time constraints the moderator might switch subject
- Confidentiality: The report will only contain summarized information. No-one will be linked by name with his/her thoughts.
- Discussion not interview!
- Moderator 2 and Moderator 3 will take notes
- Explain why the session will be videotaped.
- Afterwards: short survey
- Every participant briefly introduces his/herself

PART 2: INTERNAL COMMUNICATION (45')

1. DEFINITION

- We will begin by giving a definition of internal communication to start the conversation:

“Internal communication can be seen as the sharing of information horizontally and vertically within the organization”

- Overview of channels
 - Can you, as a group, come up with all the communication channels currently active in Verstraete IML?

2. EXPECTATIONS

- Content of the information
 - We are looking for your personal opinion. What information would you like to be informed of? (Your own progress 'Am I doing OK', 'schedules', strategical information, events, safety or quality information...)
- ➔ I hear that you are mainly talking about "...", can I conclude from that your expectations towards "..." are limited?
 - Out of the satisfaction survey came as conclusion that you are interested in coaching information. What do you expect from this information and how do you prefer to receive it (digital – face-to-face)?
 - Out of the satisfaction survey came as conclusion that you are interested in more information about the future. What do you expect from this information, it is about your personal future in the company of the future of the company itself?

3. ATTITUDE TOWARDS STATUS QUO

- Frequency
 - Which communication channel enables you to absorb information to the fullest?

- Do you sometimes have to look for more information after consulting a certain channel, for example a flyer?
 - Why don't you use certain channels?
 - Do you think there is currently an overload of information?
 - Can you give us an example?
 - On which moments do you mainly consult or take up information? (Weekly news team coach, during the lunch break, short break in cookie corner)
 - Do you take up enough information during your work hours or do you consult information after work?
 - Do you use the computer provided in the cafeteria?
 - Which information is according to you not well communicated or not communicated at all?
 - Can you give us an example?
 - Is there enough and good communication between the different departments? Can you give us some examples?
 - Are there troubles in communication when there is a change of shifts?
 - Appropriateness
 - According to your opinions, which information should be distributed through which channels? For example: We can define certain groups of information (personal development, strategic...). You expected information on "...". Where do you want to see this kind of information?
 - Quality
 - If you see a message on a certain channel, do you have to feeling that you receive enough information? Do you often need to search for more information? Can you give us an example of such a situation?
 - Do you think you receive certain information always on time?
 - Do you think they are any channels that are not utilized in the best way?
4. SUGGESTIONS FOR IMPROVEMENTS
- Are there, according to your opinion, any missing channels?
 - Are there certain channels that can be removed for you?
5. CLOSING
- Are there any things left that you want to share with the group?

PART 3: SURVEY (10')

1. Arrange the communication channels based on frequency of use

- 1 = I use this channel the most
- 15 = I use this channel the least

... Interne e-newsletter	... DVnet
... Internal reports (quality, order & cleanliness)	... SharePoint online
... Facebook group	... Culture wall
... Info screen cafeteria	... Info screen cookie corner
... Weekly news (shared by team coaches)	... Flyers restroom
... Verstraete e-mail address	... Flyers cafeteria
... Your personal e-mail address	... Face-to-face communication
Something else?	
(If so, what:)	

1. Which problems do you face with internal communications in Verstraete IML?
2. Which kind of information do you value the most?

EXPECTATIONS OF THE MODERATORS

We did not share a lot of information before the focus group. This way we hoped to avoid that participants would already talk about the topic with each other upfront, which is a discussion that we could not capture. We expect the discussion to take place in front of us.

We set the room in a way that it does not look like an interview and we give the participants some drinks to create a more relaxing environment. This way we expect them to feel more at ease and more information sharing can occur.

We expect the participants to share a lot of information as it is a broad and not delicate subject. Due to the broad sense of the subject, we will probably have to steer a bit the conversation sometimes. We will videotape the whole conversation so that we can pay more attention to the conversation itself instead of being busy with taking notes.

The communication channels in the production are slightly different than for the white-collar workers, therefore the conversation itself will also be different. We expect that more focus will be put towards the weekly news meetings with their team coaches and face-to-face communication. It will be interesting to see how their interest is towards information company itself and the other departments.

FOCUS GROUP – WHITE-COLLARS WORKERS

PRACTICAL INFORMATION

Location: Verstraete IML

When: Wednesday 8th of May (14h00 - 15h00)

Who:

Name participant	Department in the company
Chantal De Clerck	Shipments
Nele De Graeve	Finance
Lien Van Leuven	Continuous improvements
Ignace De Neve	IT
Malcolm Vanoystaeyen	Scheduling
Marleen Willems	Warehouse Ursel
Tom De Wulf	Quality assurance
Charlotte Panis	Presales
Tim Buckens	Internal sales

GUIDELINES

PART 1: INTRODUCTION (5')

Similar as for the operators' manual

PART 2: INTERNAL COMMUNICATION (45')

1. DEFINITION

- We will give a definition of 'internal communication' to continue the discussion:
"Internal communication can be seen as the sharing of information horizontally and vertically within the organization"
- Overview of channels
 - Can you, as a group, come up with all the communication channels that Verstraete IML uses?

2. EXPECTATIONS

- Content of the information
 - We are looking for your personal opinions. What information would you like to be informed of? (Your own progress 'Am I doing OK', 'schedules', strategic information, events, safety or quality information...)
 - ➔ I hear that you are mainly talking about "...", can I conclude from that your expectations towards "..." are limited?

3. ATTITUDE TOWARDS STATUS QUO

- Overview of channels
 - Can you, as a group, come up with all the communication channels that Verstraete IML uses?
- Frequency
 - Which channels do you use the most often?
 - Which communication channel enables you to absorb information to the fullest?
 - Is there too much repetition of certain information at this moment?
 - Can you give an example of a certain situation where you experienced that?
- Appropriateness
 - According to your opinions, which information should be distributed through which channels?
 - We just defined the groups of information (personal development, strategic...). You expected information on "...". Where do you want to see this kind of information?
- Quality
 - If you see a message on a certain channel, do you have to feeling that you receive enough information? Do you often need to search for more information?
 - Can you give an example of a certain situation where you experienced that?
 - Do you think they are any channels that are not utilized in the best way?

4. SUGGESTIONS FOR IMPROVEMENT

- Do you think there are any channels missing?
- Are certain channels unnecessary?

5. CLOSING

- Are there any things left that you want to share with the group?

PART 3: SURVEY (10')

1. Arrange the communication channels based on frequency of use

- 1 = I use this channel the most
- 15 = I use this channel the least

... Interne e-newsletter

... Internal reports (quality, order & cleanliness)

... Facebook group

... Info screen cafeteria

... DVcafé

... Verstraete e-mail address

... Your personal e-mail address

... DVnet

... SharePoint online

... Culture wall

... Flyers restroom

... Flyers cafeteria

... Face-to-face communication

Something else?

(If so, what:)

2. Which problems do you face with internal communications in Verstraete IML?

3. Which kind of information do you value the most?

EXPECTATIONS OF THE MODERATORS

The expectations are in line with the focus group of the operators. In comparison to the focus group of the operators more emphasis will be put in other communication channels. We expect them to be busier on a computer and therefore SharePoint and e-mail will probably be mentioned more. Next to that we also expect them to have a bigger interest in general information of the company itself and therefore their view on the internal e-newsletter and DVcafé can be quite interesting.

FOCUS GROUPS – TEAM COACHES & PROCES OWNERS

PRACTICAL INFORMATION

Location: Verstraete IML

When: Monday 13th of May (13h15-14h00) (mixed group) / Friday 17th of May (10h30-11h30) / Monday 20th of May (16h-17h)

Who:

Name participant	Function in the company
GROUP 1	
Nathalie Staelens	Process owner
Lorenz Savat	Team coach punching
Anja Schelstraete	Team coach night shift punching
GROUP 2	
Helmut Deloof	Team coach printing department
Bernard Laridon	Team coach printing department
Dieter Peelen	Team coach printing department
Steven Van Acker	Team coach printing department
Lorenzo Debruyne	Team coach printing department
Marijn Debruyne	Team coach printing department
Frederik Marly	Team coach printing department
GROUP 3	
Bart Van Lacker	Process owner warehouse
Karen Ballegeer	Process owner internal sales
Stijn Colpaert	Process owner presales
Filip De Vent	Process owner maintenance

GUIDELINES

PART 1: INTRODUCTION (5')

Similar as for the operators' manual

PART 2: INTERNAL COMMUNICATION (45')

1. DEFINITION

- We will give a definition of 'internal communication' to continue the discussion:
"Internal communication can be seen as the sharing of information horizontally and vertically within the organization"
- Overview of channels

- Can you, as a group, come up with all the communication channels that Verstraete IML uses?
2. EXPECTATIONS
- Content of information
 - We are looking for your personal opinions. What information would you like to be informed of?
 - What do you think are the expectations or needs of the operators?
3. ATTITUDE TOWARDS STATUS QUO
- Communication channels
 - Which channels are according to you the most informative?
 - Giving feedback is not an easy task. How do you handle giving feedback?
 - Are you in return sometimes addressed concerning problems?
 - Who are according to you the key figures in sharing information?
 - How far does your responsibilities reach in relation to sharing information?
 - You all notify your team coaches about what has to be mentioned in the weekly news. Is that information drawn up in collaboration with the other process owners?
 - How do you receive that information?
 - Frequency
 - Is there too much repetition of certain information at this moment?
 - Can you give an example of a certain situation where you experienced that?
 - Do you perceive as being notified on time?
 - Do you feel like you have time enough during you day-to-day job to handle communication responsibilities and to communicate effectively to your teams?
 - Appropriateness
 - How do you think operators can be reached the best?
 - Quality
 - What is your view on the weekly news?
 - Do you think it is appropriate to share interdepartmental information?
4. SUGGESTIONS FOR IMPROVEMENT
- Do you think there are any channels missing or unnecessary?
 - We found that information sharing across the company is a sore point. What is your vision about that and how would you improve it?
5. CLOSING
- Are there any things left that you want to share with the group?

PART 3: SURVEY (10')

Similar as the one for the white-collar workers

EXPECTATIONS OF THE MODERATORS

The expectations are in line with the focus group of the white-collar workers. We expect the process owners to be a bridge between the white-collar workers and the team coaches. The team coaches, in their turn, form a bridge between the process owners and operators. This means that both groups hold a lot of responsibility and they might face more communication channels and challenges. We expect that the problems related to their day-to-day life will therefore be different. Their view on the frequency and timing of information sharing, will be interesting. Furthermore, how and when they are sharing information is of utmost importance to relate to the problems that operators and white-collar workers are facing. Their view on DVcafé might reveal a lot as they might not always have the same pre-knowledge in the presented topics.

FOCUS GROUPS – TOP MANAGEMENT

PRACTICAL INFORMATION

Location: Verstraete IML

When: Wednesday 15th of May (15h00-16h00)

Who:

Name participant	Function in the company
Griet Verstraete	Chief Operating Officer (COO)
Jan Bonte	Operations manager
Rudi Verhulst	Purchasing manager

GUIDELINES

PART 1: INTRODUCTION (5')

Similar as for the operators' manual, except for the explanation about the survey

PART 2: INTERNAL COMMUNICATION (80')

1. DEFINITION

- We will give a definition of 'internal communication' to continue the discussion: "Internal communication can be seen as the sharing of information horizontally and vertically within the organization"
- Overview of channels
 - Can you, as a group, come up with all the communication channels that Verstraete IML uses?

2. EXPECTATIONS

- Which information do you expect to reach the white-collar workers within Verstraete IML?
 - Do you have a different vision about this regarding operators?

3. ATTITUDE TOWARDS STATUS QUO

- How do you pass on information (e.g. input of board-meeting)
- Who are the key figures in communication between management vs. white-collars and management vs. production but also white-collar vs. production?
 - Which channels are according to you most effective to reach operators?
 - Which channels are according to you most effective to reach white-collar workers?
- How do you receive information about the happenings within the company?

- Which channels are most important to gather information?
- Do you think communication is too extensive? If yes, about what?
- Do you perceive as being notified on time?
- We concluded that information sharing across the company is a sore point. What is your vision about that?
- In your opinions, are there any channels which are underused or channels which could be removed?

EXPECTATIONS OF THE MODERATORS

The expectations are in line with the focus group of the white-collar workers. In this group we expect that they will have an even stronger and more out-spoking opinion. We expect them to share a lot about problems they are facing in relation to internal communications. They are at the head of the company, so they know almost everything and see what information is not reaching (effectively) everyone. They also have a clear view on the vision of the company and which direction they want to go with the employees. Next to that they have also a clearer view of what is possible in relation to internal communication tools.

APPENDIX 2 – FOCUS GROUP TRANSCRIPT EXAMPLE IN DUTCH (OPERATORS)

The interviews were conducted in Dutch to make the participants more comfortable in the arranged setting. Therefore, the following transcript is in Dutch.

- **We zijn benieuwd of jullie de vele communicatiekanalen binnen Verstraete IML kunnen opnoemen?**

Meneer blauw: De sharepoint natuurlijk...

Meneer slim: e-mail...

Meneer kap: het scherm in de refter

Meneer slim: flyers, affiches (wc, deuren...); dat hangt overal

Meneer jong: blaadjes in de refter, verslagen van meetings ja..

Meneer slim: FB, instagram...

Moderator 2: ook nog de weekly 'rondgang'

Meneer slim: ja, dat is ook beschikbaar op sharepoint.

Moderator 2: De cookiecorner kan ook gebruikt worden voor communicatie, face-to-face...

Moderator 3: Telefoon, dat gebruiken jullie ook?

(iedereen knikt ja)

- **We zoeken jullie persoonlijke mening en verwachtingen. Welke informatie zouden jullie graag zien? Waarvan willen jullie graag op de hoogte zijn? Dat kan gaan over uw vooruitgang (hoe goed ben ik bezig in mijn job), dat kan gaan over uurroosters, of strategische informatie waar het bedrijf naartoe gaat, of informatie over veiligheid...**

Meneer slim: eigenlijk zien we het al allemaal.

Meneer blauw: ja, we zien al heel veel. Er is heel veel transparantie. Er wordt dikwijls over vanalles gecommuniceerd.

Meneer zwart: als er iets mis is, zullen we het nogal rap weten

(iedereen lacht)

Meneer blauw: en als er iets is, kan je dat altijd melden. Er wordt ook altijd geluisterd naar U ook.

(meneer kap knikt instemmend)

Moderator 2: jullie zien inderdaad veel, maar willen jullie dat effectief ook wel allemaal weten? Zeggen jullie bijvoorbeeld van 'dat zie ik wel enorm veel maar dat maakt mij persoonlijk niet veel uit. Ik zie dat veel, maar dat kan me niet veel schelen.' Wat is er persoonlijk het belangrijkste voor jullie?

Meneer slim: dat is wel afhankelijk van persoon tot persoon. De een is blij met te weten of hij goed of niet goed bezig is. En de ander wil meer weten hoe het gaat met het bedrijf.

Moderator 3: en voor jullie persoonlijk? Hoe zit dat?

Meneer slim: goh ja, voor mezelf is het vooral belangrijk. Hetgeen errond is wel goed dat je wel weet hoe het met het bedrijf gaat. Cijfers... ik moet natuurlijk niet alle cijfers weten. Maar,... waar je staat en het bedrijf ook.

Meneer kap: jaarlijks wordt dat ook eens gezegd hoe het met het bedrijf gegaan is. Ik vind dat uiteindelijk wel eens leuk om te weten. Maar ja, maar meer dan jaarlijks moet dat ook niet gebeuren. Dat wordt uiteindelijk saai.

(groep lacht en knikt meestemmend)

Moderator 2: (kijkt naar de anderen) en voor jullie?

Mevrouw dot: ik vind het ook wel goed hoe het nu is. Het positieve van onszelf wordt misschien wel te wienig gezegd. Uh... ik vind het leuk dat ze ook veel zeggen over het bedrijf zelf. Maar er zijn inderdaad veel mensen die dat niet interessant vinden. Heel veel die zeggen die daar niet graag naartoe gaan (verwijzend naar de strategische dag). Ze zoeken excuses om niet naar die voorstelling te komen. Ik vind dat persoonlijke wel interessant.

Moderator 3: Welke soort dagen bedoel je dan?

Mevrouw dot: we hebben zo altijd 1x per jaar. Een dag dat Koen en Jan een volledige presentatie maken over de cijfers. Ik weet eigenlijk niet hoe het noemt.

Meneer slim: ja, dat is de strategiedag.

Moderator 2: denk je dat dat dan anders aangepakt moet worden? Als ze het op die of die manier zouden aanpakken of weergeven zou ik het wel interessant vinden? Als het bijvoorbeeld te veel cijfers zijn en je iets anders wilt weten.

Meneer slim: goh ja, ik denk het niet.

Meneer kap: het grootste probleem voor de mensen is dat als ze gedaan hebben met werken dat ze direct naar huis willen. Of ze willen niet vroeger naar hier komen. Dat is eigenlijk het grootste probleem. Want het is meestal achter of voor de uren.

Meneer jong: Dit jaar, dan had ik nog de vroege ook. En dan zag ik ook dat veel mensen in slaap aan het vallen waren.

(Meneer kap knikt instemmend)

Meneer jong: als je om 4u 's ochtends moet opstaan en je werkt goed doorheen de dag, dan is dat niet niets om 2u op je stoel te zitten.

Meneer zwart: (lacht grappend) Ze doen jou dan rechtstaan.

Moderator 1: ik was juist nog benieuwd naar die coaching. Hoe zien jullie dat dan, hebben jullie dat liever face-toface of liever digitaal?

Meneer slim: goh ja, liever direct he. Als je dan vindt dat het niet zo is, kan je jezelf verdedigen.

(meneer kapt knikt instemmend)

Meneer jong: ik vind ook dat het direct moet zijn. Want achteraf is de situatie er niet meer. Het moet altijd wat open zijn he.

Moderator 2: het moet dan zowel over positieve als negatieve dingen zijn?

(iedereen zegt ja)

- **Welk kanaal vinden jullie het meest informatief? Uit welk kanaal halen jullie het meeste informatie?**

Meneer kap: sharepoint

Mevrouw dot & meneer zwart: weekly news

Meneer kap: ja het is te zien voor wat. Op het werk zelf is het weekly news.

Meneer zwart: aja van het bedrijf dan..

Moderator 2: jullie gebruiken dan effectief wel veel sharepoint?

Meneer kap: Ik persoonlijk wel en mijn e-mails gebruik ik wel nog redelijk veel.

Meneer blauw: ik denk de meeste wel

(meneer zwart knikt instemmend)

(Mevrouw dot knikt nee)

Meneer zwart: de belangrijke dingen worden doorgegeven

Moderator 2: (wijzend naar de linkerkant van de groep) jullie eerder niet?

Mevrouw dot: ik kijk daar eigenlijk echt niet veel naar

Moderator 2: en waarom?

Mevrouw dot: tegen dat je aan een computer zit en dat opzoekt, en dan moet je u inloggen...

Moderator 1: en doen jullie dat dan thuis?

Mevrouw dot: nog minder.. (lacht)

Meneer zwart: (knikt nee) nee... tijdsverspilling...

Meneer blauw: wij gebruiken dat wel in de drukken.. e-mails...

Meneer zwart: in de drukkerij heb je daar tijd voor

(iedereen lacht)

Meneer slim: in de drukpers heb je een computer. En iedereen gebruikt die computer wel sowieso, en je hebt tijd dan.

Meneer kap: ja wij ook, als je aan het kappen bent is dat ook gemakkelijker om eens te kijken.

Meneer blauw: je wij kunnen er ook soms opzitten he.

Meneer slim: ik kan me wel inbeelden als je staat af te stapelen dat je daar minder tijd voor hebt.

Mevrouw dot: wij hebben dat eerder als er eens een machine stil valt en je een dood moment hebt dat je eens kijkt. Maar anders als je echt aan het draaien bent, heb je daar geen tijd voor. En thuis... daar heb ik geen zin in.

Meneer kap: en tegenwoordig moet je nu inloggen voor sharepoint. En ik bekijk ook vaak mijn mails dus daar moet je dan ook nog eens apart voor inloggen. En dat vind ik echt niet handig.

Moderator 3: je mails dan op verstraete e-mail of persoonlijk e-mail?

Meneer kap: verstraete e-mail

(iedereen knikt instemmend)

Meneer blauw: persoonlijk e-mail zouden ze niet zo graag hebben

Moderator 3: het is nog maar voor kort dat jullie allemaal een e-mailadres van Verstraete hebben gekregen? Daarmee dat ik dat nog eens wou bekijken.

Meneer slim: Ja, dat is sinds een tijd van start gegaan.

Meneer blauw: ik weet zelfs niet of iedereen dat open doet of niet. Ik denk het niet.

(mevrouw dot en meneer kap knikken nee)

Meneer kap: niet iedereen doet dat

Meneer slim: dat is wel de bedoeling he...

Meneer blauw: het is inderdaad de bedoeling dat iedereen dat doet, maar als de helft dat doet zal dat al veel zijn.

(meneer kap knikt instemmend)

Meneer jong : Bij ons in het inktlab hebben we het inktlab e-mail, soms sturen mensen dan ook dingen naar ons persoonlijk e-mail maar dat wordt dan maar 1x per dag beantwoordt omdat wij daar nooit opzitten. Het is misschien verbazend dat dat gebeurt, maar dat is ook wat verwarrend. Je hebt afdelingse-mails, persoonlijke e-mails... die persoonlijke e-mails is soms wat te e-mail.

Moderator 2: dus die afdelingse-mails zijn nog iets anders dan jullie verstraete e-mail?

Meneer jong: Dat is een computer die beheert wordt door iedereen in de afdeling. Dus dat is iets anders dan iedereen zijn persoonlijke e-mail. Dat is soms iets te veel vind ik soms.

Meneer kap: ja het is heel veel soms

Meneer jong: als je een full-time bureau job hebt is dat normaal, maar als je mensen hebt die samen werken of in team werken dan is dat niet meer nodig vind ik.

- **Vinden dat jullie te veel gecommuniceerd wordt? Dat er te veel herhaling is?**

(meneer jong knikt nee)

Meneer zwart: neu...

Meneer blauw: ik denk het niet

Mevrouw dot: Het enige wat mij stoort zijn altijd die e-mails. Dan komt dan in mijn e-mail ook soms; En ik vind dat dan 'weer iets van dv...'

(iedereen lacht)

Moderator 2: Nee, het is goed dat je daar eerlijk over bent!

Mevrouw dot: hier op al die blaadjes heb ik dat gelezen maar dat komt dan nog eens naar je e-mail. Dan denk ik, het is goed, ik moet dat nu niet meer weten, ik heb dat al gelezen. Ik verwijder dat dan gewoon.

Moderator 1: maar dat is dan ook op uw Verstraete e-mail adres?

Mevrouw dot: ja maar als je FB hebt, dan krijg je daar ook nog een melding van in je prive e-mailadres. Dan ben ik het op den duur beu dat als ik DV zie staan, dat ik het gewoon wegklik. Het is soms veel.

Moderator 2: (verwijzend naar de anderen) hebben jullie ook dat gevoel?

Meneer blauw: ik denk dat het gewoon je meldingen zijn die je moet uitschakelen.

(iedereen lacht)

Meneer blauw: ik krijg nooit iets op FB van een melding van Verstraete. Als ik zou scrollen, zal ik dat wel zien. Qua mails op het werk... ik denk dat er 2 op een week krijg. Misschien is dat gewoon bij mij dat ik er geen krijg. Ik krijg dat niet veel mails op. Dus voor storen kan ik dat bij mij niet zeggen.

Moderator 3: maar zo die affiches dat je zei (verwijzend naar mevrouw dot), je leest dat wel degelijk?

Mevrouw dot: Dat vind ik leuk! ik lees dat liever dan thuis daar een mail van te krijgen.

(rest knikt instemmend)

Meneer blauw: er ligt ook altijd een verslag van wat er in de maand gebeurt in de refter. En als je dan toch aan het eten bent, waarbij je dikwijls wel eens alleen zit, dan lees je dat toch wel. Dan is dat goed om eens in te bladeren.

(meneer jong knikt instemmend)

Moderator 3: is dat een krantje?

Meneer jong: (al lachend) je dat is toch precies zo.

Meneer blauw: daar staan de fouten op over, wat beter kan,

Moderator 3: bijvoorbeeld die kwaliteit enzo, dat gaat daarover?

Meneer kap: ja

Moderator 2: het is wel goed om te weten dat dat ook effectief gelezen wordt. Dat is vooral dan onder de middag dat jullie dat lezen?

Meneer kap: ja voor je begint of terwijl je aan het eten bent

Meneer blauw: dat ligt daar dan toch meestal een week of 2. Je vindt altijd wel eens tijd om daarin te bladeren.

Moderator 1: dus als ik het goed begrijp: de momenten waarop jullie informatie opnemen, is vooral tijdens de middag (de lunchpauze) en tijdens het werk de mail?

(iedereen knikt instemmend)

Moderator 1: maar bijvoorbeeld in cookie corner is er geen tijd?

Meneer slim: ja er staat daar wel een scherm.. maar ja pf... je bent daar wat aan het babbelen. Je bent elke dag in de cookie corner en dat scherm wordt ook niet echt geüpdate. Sowieso is het een maand of twee maand hetzelfde.

Meneer blauw: er staat daar ook in feite maar een afbeelding op 3 op .. dat is niet zo speciaal

Meneer slim: ja het is niet zo speciaal

Meneer kap: bij ons in de kapperij staat er daar wel meer op. Van zodra er een fout in de oplage zit en kwaliteit komt daarvoor en het wordt weggesmeten, wordt dat wel opgehangen. En dan zie je ook wel eens wanneer ze iets wegsnijten en iets laten doorgaan, dat vind ik wel tof om te weten. Soms smijten ze iets weg waarvan je denkt dat het meemag, maar soms ook omgekeerd.

Meneer zwart: ja je hebt verschillende soorten klanten

Meneer kap: dat vind ik wel nog interessant om te weten. Daar kijk ik wel nog eens naar.

Moderator 2: is dat dan vooral alleen? Want U (verwijzend naar meneer slim) zegt dat U vooral met andere mensen praat op dat moment en U niet effectief naar iets kijkt?

Meneer slim: Je staat daar max 5 min en je staat daar max met 2, of misschien eens met 4.

Meneer blauw: het is niet de bedoeling dat je daar met meer dan 2 personen instaat. Het is niet de bedoeling dat dat een babbelpauze wordt.

Meneer slim: het is meestal een babbel en je ben daar misschien maar 2min en dan ben je terug weg

Mevrouw dot: Ik ging net zeggen dat in de stansen de cookie corner net een van de belangrijkste plaatsen is waarbij je iets kan lezen.

Moderator 1: ja, U (mevrouw dot) zei daarnet ook dat U geen tijd hebt voor sharepoint?

Mevrouw dot: ja, en weekly news komt ook veel aan bod. En alles hangt in de cookie corner. Alles dat ook op sharepoint komt, hangen ze in de cookie corner. Alles hangt daar van fouten, kwaliteit, hoe druk het is... en als we echt met meer dan 2 staan komen ze er ons uithalen, dus dan lees ik dat wel.

Moderator 3: dus weekly news is dan mondeling gecommuniceerd?

Meneer zwart: team coach ja

Meneer kap: team coach neemt u in groepjes

Meneer slim: bij ons niet meer, er hangt een groot scherm.

Moderator 3: bij jullie is het dan een verslag of hoe moeten we dat zien?

Meneer slim: vroeger kwamen ze ook rond en gingen we dat samen eens bekijken, maar uiteindelijk ja, we weten de link staan. Dan krijg je wel een update als er nieuw nieuws is en dan bekijken we dat wel.

Moderator 2: en wat vind je persoonlijk beter?

Meneer blauw: ik heb nooit iets anders geweten

Meneer slim: uiteindelijk, als er een team coach bij staat en je bent niet eens met iets kan je altijd vragen, maar anders kan je dat achteraf eens vragen of eens bellen. Uiteindelijk zijn dat wel allemaal logische dingen

Moderator 1: en dat is 1 keer per week?

Meneer slim: ja normaal wel, maar soms wordt dat wel eens overgeslagen. Meestal is het wel 1x per week.

Moderator 1: en vinden jullie dat er genoeg gecommuniceerd wordt over de afdelingen heen? Of missen jullie daar communicatie?

Meneer blauw: ik denk dat dat misschien wel beter kan
(mevrouw dot en meneer zwart stemmen twijfelachtig in)

Meneer kap: dat kan beter, maar ik heb dat niet nodig

Meneer jong: dat is vooral via telefoon ook, of eens langsgaan. Vanaf dat King Marnix passeert, die passeert wel eens. Die wandelt gewoon binnen. Dat is niet via een kanaal of zo.

(iedereen lacht)

Meneer slim: maar marnix is ook geen TC (team coach)

Meneer kap: ah ik weet dat niet

Meneer slim: hij is gezakt

Moderator 2: Uit de tevredenheidsenquête kwam wel dat er over de afdelingen heen een probleem was met communicatie. Maar jullie ervaren dat niet zo dat er niet rap genoeg informatie, niet duidelijk genoeg of niet de juiste informatie wordt gedeeld?

Meneer slim: het is ook te zien over welke informatie. Als het over werkinformatie gaat, daar kan het wel veel beter. Aleja, veel beter. Het worden veel te veel fouten gemaakt door pre-press en drukkerij, die communiceren wel met elkaar maar er wordt niet aan gedaan. Ale, er wordt wel iets aan gedaan, maar het duurt te lang of het wordt niet goed opgevolgd. Hetzelfde voor drukkerij afwerking ook en kapperij.

(meneer kap stemt in)

Meneer slim: als er iets gebeurt in de afwerking dan horen wij daar wel eens iets van maar nu niet om te zeggen...

Meneer blauw: meestal brengen ze dan een slechte pallet terug....

Meneer slim: ja zoiets ja...

(iedereen lacht)

Moderator 3: En missen jullie dat?

Meneer blauw: ik denk dat dat gewoon moeilijk is. Wij zijn ook al met een vrij grote groep in de drukker en ook in de afwerking. Om dan nog eens te zeggen dat je de afwerking erbij nemen. Ik denk dat het gewoon veel zal worden.

(meneer slim stemt in)

Meneer jong: soms heb je ook een fout dat voor de derde keer voorkomt en dat is wel een keer gezgd geweest in de ploegoverdracht in de drukkerij van bv. 'er is hier een probleem met die inkt'. Maar je moet dan toevallig die dag alle ploegoverdrachten van alle machines gelezen hebben om te zien dat ze een probleem hadden en ik zal het eens oplossen voor de volgende keer.

Moderator 1: dat wou ik ook nog vragen want enerzijds heb je overdracht over de afdeling heen, maar anderzijds heb je ook overdracht van de ene shift naar de andere? Is daar genoeg communicatie?

(Mevrouw dot kijkt bedenkelijk)

Meneer blauw: dat is te zien van persoon op persoon

(Meneer slim & meneer jong stemmen in)

Meneer blauw: de ene neemt daar wel tijd voor en andere zit al te kijken naar de klok 'mag ik nar huis?'. Er is daar een groot verschil in. Maar over het algemeen, als er iets is, kan je dat wel vragen. Er wordt verwacht dat je een 5-tal minuten op voorhand aan uw machine staat omdat je dan kan overleggen en zien waarmee ze bezig zijn. En meestal is dat wel genoeg tijd om te zien wat er is.

- **Welke informatie verwachten jullie op welk kanaal? Vinden jullie dat bepaalde informatie binnen een bepaald kanaal totaal niet gepast is? Bv. Een event op een affiche dat werkt, maar een event op mail dat werkt niet.**

Meneer slim: Voor de affiches denk ik sowieso dat de affiches meer werken dan mails omdat veel mensen hun mails niet lezen, zoiets wel

Meneer blauw: dat hangt ook terug af van persoon tot persoon

Meneer kap: ja ik denk dat ook. Je hebt mensen die hun mails vaak lezen en je hebt mensen die hun mails nog nooit hebben opgen gedaan. Dan is het inderdaad beter dat je het op affiches doet, maar andere dingen kan je niet op affiches doen. Dat hangt inderdaad af van persoon tot persoon. Sommige mensen vertikken het om ...

Meneer zwart: op dat scherm lees je toch ook rap in de cookie corner

(mevrouw dot stemt in)

Meneer kap: ja of in de refter

Meneer zwart: of ja in de refter. Maar dat is hetzelfde bandje toch?

meneer kap: nee nee, bij staat daar meer informatie over nieuwe klanten bijvoorbeeld in de cookie corner.

Meneer zwart: ah ja, het is dan meer per afdeling waarschijnlijk

Meneer blauw: het laatste ongeval staat in de refter

Meneer kap: ja het staat er altijd

Moderator 2: dus wat er exact gedeeld wordt via de schermen is ook niet gelijk per afdeling?

(Iedereen knikt nee)

Moderator 2: is dat iets waarvan jullie liever zouden hebben dat dat vast is, of gaan jullie niet van afdeling naar afdeling en maakt dat jullie niet veel uit?

Meneer slim: ik denk dat het goed is afdeling per afdeling, anders wordrt het te veel.

Meneer kap: sommige dingen daar zijn wij ook niets mee van andere afdelingen

Moderator 2: en heb je dan niet liever, dat je weet op bijvoorbeeld het scherm van de refter daar moet altijd die, die en die informatie opkomen, als je die dan zoekt dat je die vindt?

Meneer kap: dat doen ze wel. In de refter komen meestal dezelfde dingen aan bod. Dat is het gemakkelijkste.

Meneer blauw: er zitten misschien meer belangrijke dingen in van het bedrijf. In de refter zitten ze ook echt van alle afdelingen. De cookie corner is dan meer per afdeling waarin je zit. Ik denk dat het daardoor ook wel komt dat de cookie corner meer gericht is

Moderator 1: dit is nog niet gevallen, maar de cultuurwand. Dat is dei wand als je binnen gaat in de refter. Daar hangen regelmatig foto's en niet echt affiches maar eerder ook informatieve info.

Moderator 3: over de US of zo.

(mevrouw dot knikt bedenkelijk nee)

Meneer kap: van de afwerking passeren wij daar nooit. Nu ben ik daar net eens gepasseerd maar dat is de eerste keer. Voor de eerste keer in zoveel maanden.

Meneer zwart: ik weet niet of dat nuttig is

Moderator 3: En als je naar de refter gaat?

Meneer slim: wij komen van de andere kant.

Meneer blauw: er worden daar wel dingen op gepost.

Meneer kap: ja maar wij komen van de andere kant.

Moderator 3: dan paseer je inderdaad langs de verkeerde kant.

Meneer kap: ja wij zien het nooit

Meneer jong: ik vind dat eigenlijk wel een rare plaats. Wanneer ga je nu eens zeggen ik ga 5min in de gang staan en lezen wat er aan de muur staat.

Meneer blauw: weet je wat het probleem is? In theorie mag je in feite ook niet in de gang staan.

Meneer jong: dat is precies of je niets te doen hebt.

Meneer blauw: dat is bijvoorbeeld voor als er klanten door de drukkerij gaan.

Moderator 1: dat is mij ook opgevallen, van 'ik ga hier eens 10min gaan staan'.

Meneer blauw: Het is onlangs nog eens besproken geweest dat je voor of na de shift in de refter moet gaan wachten en niet in de gang moogt gaan zitten, want als er klanten komen is dit geen zicht. Dus het is een beetje dubbel.

Moderator 2: Dus eigenlijk heeft dat geen nut voor jullie die cultuurwand.

Meneer slim: Goh ja, wij zien dat wel.

Meneer blauw: Je stopt daar wel eens en je kijkt daar eens naar die foto's. Over het algemeen zijn het foto's denk ik.

Meneer slim: Foto's en strategische informatie ook. Grafieken enzo, maar je bent daar niet zo veel mee ook eh.

Meneer kap: Als er daar foto's hangen passeer ik daar wel eens en kijk ik daar wel naar.

Meneer jong: Ze zouden het dan beter in de refter hangen.

Meneer kap: Of op een plaats waar er meer mensen passeren.

Meneer slim: Langs dat groot scherm gewoon, online.

Meneer kap: Of gewoon aan de andere kant, want iedereen passeert daar bij het buiten gaan en binnen gaan. De drukkers zien dat dan bij het buiten gaan. Of dat ze het twee keer hangen.

Mevrouw dot: Tijdens het weekly news is het al gebeurt dat we naar die wand gaan. Dan zeggen ze ons dat er nieuw project is en dat we die wand goed moeten bekijken, want elke week gaat daar iets bijkomen. Niemand passeert daar, dus niemand houdt dat in de gaten. Ze vinden dat wel belangrijk precies, maar ik heb daar gelijk nog nooit naar gekeken eigenlijk.

Meneer blauw: Ze proberen wel eh.

Meneer slim: Ze doen wel hun best.

Mevrouw dot: Ze proberen het wel bij ons over te brengen.

Moderator 3: Ja! Ze willen wel dat jullie meezijn met het grotere geheel.

Mevrouw dot: Ja maar, het is wel inderdaad. Je moet daar eens gaan staan in de gang. Het zou nog 'lang' duren tegen dat ze komen zeggen 'wat sta jij hier eigenlijk te doen'.

Moderator 2: Dus het concept vinden jullie goed, de plaats is minder geschikt.

Meneer jong: Dat is ook met veel dingen zo. De dagen zijn meestal redelijk druk. Wanneer zou je nu op je gemak vijf minuten eens alle kanalen checken.

Meneer blauw: Dat bestaat bijna niet inderdaad. Dat moet je dan nog in uw privé doen. Dat is echt voor of na de uren in feite. Tijdens de uren kan je niet zeggen 'kom we gaan eens 10 min op mijn gemak de muur bekijken'. Je kan dat misschien een week.

Meneer jong: Zelfs uw sharepoint, zo doorklikken en al. Dat kan je niet op uw gemak.

Meneer kap: Ja dat is waar.

Meneer slim: Je hebt daar geen tijd voor inderdaad.

Moderator 1: Het nieuws zou dus eigenlijk veel compacter en veel gericht moeten zijn?

Meneer blauw: Ik denk dat ze gewoon niet kunnen verwachten dat iedereen het nieuws gaat volgen. Wie er geïnteresseerd is, gaat die moeite doen en degene die zeggen 'ik kom mijn job doen en dan ben ik naar huis' die gaan dat niet bekijken.

Meneer slim: Je kan het ook niet forceren eh.

Meneer blauw: Je mag dat zelfs voor hen uithangen. Als het hen niet interesseert, kijken ze daar niet naar.

Moderator 2: Gisteren kwam er vooral uit, dat mensen niet willen zoeken. Ze waren in veel geïnteresseerd, maar wouden dat de informatenaar hen kwam. Bij jullie heb ik meer het gevoel dat als je geïnteresseerd bent dat je liever zelf dan zoekt.

Mevrouw dot: Ik vind wel gelijk op sharepoint heb je heel veel knoppen en heel veel links. Je moet wel lang zoeken tegen dat je er bent.

Meneer kap: ja inderdaad

Mevrouw dot: Zeker als je aan een nieuwe dat moet uitleggen, dat duurt lang tegen dat je daar echt mee weg bent.

Meneer slim: Het is onlangs al vernieuwd eh. Paar jaar geleden was het eigenlijk nog erger.

Mevrouw dot: Ik vond de vorige versie gemakkelijker.

Meneer slim: Is het waar?

Moderator 1: Gisteren is gebleken dat heel veel mensen nog met de oude sharepoint werken, omdat ze zeggen die nieuwe 'ik geraak er niet aan uit'. U vindt dan de nieuwe wel veel beter?

Meneer slim: Ja, wij als drukkers zijn daar elke dag mee bezig dus wij leren dat misschien rapper dan mensen die daar zelden mee werken.

Meneer kap: Ja kappers zijn daar ook constant mee bezig.

Meneer slim: Ja voila!

Moderator 2: U vindt dat het eigenlijk hetzelfde is.

Meneer kap: Ja ik vind dat eigenlijk nog hetzelfde. Alles wat er op de vorige stond, staat er nu ook op.

Meneer slim: Sharepoint is ook wel wat anders voor elke afdeling.

Meneer kap: Ja dat is waar! Voor afwerking is dat anders.

Moderator 2: U wou ook nog iets zeggen.

Meneer jong: Ja ik wou zeggen dat het hetzelfde is als de oude, maar het blijft heel traag natuurlijk. Je moet daar heel de tijd op zoeken. Ik heb het dan over werkinformatie eh, planningen enzo. Je klikt op iets en als je dan verkeert klikt moet je effe wachten, terugkeren.

Meneer kap: Het feit dat je heel de tijd moet aanmelden vind ik ook heel ambetant, want je verliest daar ook nog eens tijd mee. Als je de planning wilt bekijken, wil je dat direct bekijken en niet telkens eerst uw login invoeren.

Meneer blauw: Bij ons is dat wel iets anders. Wij laten dat open staan, in drukkerij.

Meneer kap: Ja ik doe dat ook maar ja.

Meneer blauw: Iedere persoon heeft zijn eigen computer. We beginnen loggen in en dan staat hij tegen het einde van de shift open.

Meneer zwart: Om de twee/drie maand moet je dan de code wisselen. Ik wilde een broodje bestellen en het ging niet, ik moest eerst mijn code verwisselen.

Mevrouw dot: Ik heb dat vandaag ook gehad. Ik zit nochtans daar wel vaak op. U heeft een nieuw wachtwoord nodig. Dan moet je weer opnieuw iets verzinnen. Dat moet je dan ook onthouden.

Meneer zwart: Als je het zo vaak moet veranderen gebeurt het wel dat je niet weer weet wat je wachtwoord is.

Meneer slim: Als je er niet elke dag opzit is dat vervelend wel inderdaad.

Moderator 1: Dat is allemaal mega goede input, kunnen we zeker iets mee doen.

Moderator 3: U wou nog iets zeggen?

Meneer kap: Nu weet ik het niet meer.

Moderator 2: haha, ja belangrijk is dat we alles hebben.

Meneer blauw: Je hebt alles toch op camera eh. Hij staat toch aan eh? Haha

Moderator 2: We hebben vanmorgen gemerkt dat als er dus gesprekken zijn en mensen praten onderling, dat het heel moeilijk is om de gesprekken los van elkaar te horen. Maar we hebben al heel goede info.

Moderator 3: Het ging over of jullie al dan niet dezelfde computer gebruiken met meerdere mensen

Meneer kap: Ja, dat gebeurt wel, als je aan het inpakken bent, gebruik je toch een computer van iemand anders, want je staat met twee mensen dezelfde computer en wordt er continu gewisseld. Bij het afstapelen is dat ook zo dat je met 4 of 5 mensen 2 computers hebben

Meneer zwart: Maar dat is geen probleem, je kan niet verwachten dat iedereen een eigen computer heeft.

Meneer kap: Ja, want jullie hebben die natuurlijk niet zoveel nodig.

Moderator 1: vinden jullie dat je op tijd op de hoogte worden gesteld van bepaalde zaken?

Meneer slim: niet altijd nee, zoals voor vandaag zijn we dat pas gisteren dat te weten gekomen.

Meneer blauw: maar dat was de bedoeling, het moest spontaan zijn (haha)

Meneer slim: Nee soms is het altijd juist op tijd pas dat je het weet. Dat is meestal geen probleem, maar soms zou het wel leuker zijn moest je het een week op voorhand weten of een paar dagen voordien.

Meneer jong: Onlangs begonnen ze te verbouwen naast ons inktlabo en dan zeiden ze van: “ah ja, trouwens, we gaan het inktlabo groter maken”

Meneer kap: Ja, dat was echt maar de dag op voorhand, of zelfs de dag zelf

Meneer blauw: of zelf een dag na ze al begonnen waren.

Meneer jong: Nog iets, ik zit dan te klagen over al het werk, ik kijk dan op de website en ik zie dat er een vacature openstaat: “tijdelijke hulp inktlabo” en dan vraag ik mezelf af: “ah, gaan we een nieuwe collega krijgen?” Soms wordt er niet genoeg gecommuniceerd. Dat is vooral spijtig omdat dat acties zijn die eigenlijk als reactie komen op jouw feedback en jouw input. Dus je verwacht daar een oplossing voor en ja, soms vind ik dat dus niet zo goeie communicatie. (paar mensen knikken ook) Of van drukte ofzo, je hoort regelmatig dat er geen extra hulp kan worden gegeven want het is druk, maar soms zou het dan goed zijn moest je te horen krijgen van: hoeveel mensen tekort er zijn in de drukkerij, dus dat het dan wat moeilijk is om extra mensen in te zetten... Je zou daar dan gemakkelijker meer begrip voor kunnen hebben, als er dus wat meer informatie naar beneden zou kunnen gestuurd worden, zou dat wel tof zijn.

Meneer blauw: ik denk dat dat ook ligt aan de grootte van het bedrijf, om iedereen op de hoogte te houden. Dat het moeilijk is om in te schatten hoeveel volk er zal over zijn in de drukkerij, kan er iemand gaan helpen in het inktlabo. Soms weten ze in de begin van de week zelfs niet met hoeveel ze zullen staan op het einde van de week. Soms is dat wel moeilijk in te schatten ook. Misschien is er daar ook te weinig communicatie over, dat weet ik niet... Dat ze dus in feit nog iets meer mogen communiceren.

Moderator 3: is dat dan eigenlijk de taak van de team coaches, om dat meer in de gaten te houden?

Meneer blauw: goh, meer de planning in feite.

Meneer slim: Ja de planning, als er iets veranderd ofzo, kan de team coach dat altijd doorgeven hé. Hetzelfde probleem als we orders hebben met zeer strenge klanten, soms beginnen we eraan en er zijn details waar we echt moeten op letten. Maar we beginnen dan te draaien en dan komen ze af van, oei niet goed... Nu zijn ze wel al bezig met orders te flaggen... maar **soms kan de structuur misschien wel beter**. Dat is niet gemakkelijk natuurlijk, maarja... Tis een groot bedrijf he

Meneer blauw: ik denk wel dat ze proberen het wel echt allemaal zo goed mogelijk te doen

Meneer slim: Ja inderdaad, dat zeker.. Er zijn voldoende verantwoordelijken ook, ze hebben ook een paar jaar geleden geïnvesteerd in die verantwoordelijken. Maja, soms is het gewoon echt druk ook.

Moderator 2: zouden jullie het dan best onthouden als iemand persoonlijk dat tegen jou komt zeggen of heb je liever dat je het ergens kan lezen. Hoe zouden jullie die informatie het liefs willen?

Meneer blauw: persoonlijk is nog altijd het beste, je zal je je direct aangesproken voelen. Als dat in de refter uithangt, ga je gewoon eens kijken. Dat kan dan ook persoonlijk zijn, maar zal je dat minder zo interpreteren. Maar als ze dat persoonlijk tegen u komen te zeggen dat ze iets gaan doen, ga je dat gewoon veel sneller onthouden

Mevrouw dot: Ik moet zeggen, bij ons loopt dat eigenlijk wel altijd heel vlot. Wij krijgen altijd een heel uitgebreid “weekly news”, hij communiceert echt veel: daar zijn ze met dat bezig, we hebben gehoord dat jullie daar problemen mee hebben, dus int vervolg gaan we dat zo aanpakken. Bijvoorbeeld, tooling is bezig met dat probleem voor jullie op te lossen. Dat is echt wel uitgebreid bij ons. Het enige is dat je hem soms

echt moeilijk kan verstaan. Dat is met hem alleen met 20 mensen rond hem, de machines draaien, maar uiteindelijk als je hem verstaat, zegt ie wel heel veel en heel duidelijk en je kan veel vragen, veel input geven. Bij ons verloopt dat wel echt goed, omdat het ook zo persoonlijk is.

Moderator 2: als je dan achteraf iets wilt weten of er was iemand niet, kan je het dan nog ergens raadplegen?

Mevrouw: dan is het zoals bij de drukkers, je kan dat dan wel op sharepoint lezen. Dan is dat een beknopte samenvatting

Meneer slim: afdelingen onder elkaar verschillen ook wel veel he (iedereen knikt ja)

Mevrouw dot: ja, bij ons loopt dat eigenlijk echt vlot

Meneer kap: Ja bij ons, weekly news, is ook goed. Ja, ze komen telkens rond en nemen groepjes van vier tot vijf personen en gaan dan zo bij iedereen langs.

Moderator 3: maar bij jullie is het met 20 personen?

Mevrouw dot: Bij ons zijn dat 4 machines met 4 mensen en dan is dat wel veel. Wij hebben dat ook aangegeven dat het beter zou zijn om met kleinere groepjes te werken. Maarja, hij zei dan ook dat dat wel heel veel tijd in beslag gaat nemen wat misschien ook niet de bedoeling is.

Meneer kap: Ja dat is wel een feit he, het is voor ons wel gemakkelijker. En voor jullie zou dat ook gemakkelijker zijn moest dat met kleinere groepjes zijn. Dan kan je ook nog meer vragen stellen, in een grotere groep ben je misschien meer geneigd om te zwijgen.

Moderator 2: en is dat dan haalbaar met de machines om kleinere groepjes te nemen?

Mevrouw dot: moesten ze dat gewoon per machine doen, zijn dat telkens 4 mensen, dus dan zou dat wel helpen. Maar voor Laurens is dat telkens opnieuw dat hij hetzelfde moet zeggen.

Meneer kap: Maar ik heb al gehoord van Rika, dat ze de mensen meeneemt naar de refter om meer verstaanbaar te zijn, je hebt het geluid niet van de machines.

Meneer zwart: er zijn daar soms wel mensen aant eten dan ook.

Meneer blauw: er moet een mogelijkheid zijn om dat te doen natuurlijk. Je kan niet bepaalde machines speciaal stilleggen. Bij ons zou dat moeilijk gaan...

Meneer kap: bij ons zou dat ook niet gaan.

Mevrouw dot: ja, bij ons worden de machines echt 5 minuten stilgelegd.

Meneer slim: ja alles leeft wel

- **Zijn er kanalen die niet genoeg benut worden? Die efficiënter zouden kunnen benut worden?**

Meneer blauw: Ik weet het niet.

Meneer kap: Het zijn er zodanig veel.

Meneer blauw: Er zou een overaanbod kunnen komen.

Meneer slim: Alles leeft wel.

Moderator 2: Zijn er dingen waarvan je zegt 'schap die en zet alles op dit kanaal want daar halen wij het meeste uit?'

Meneer slim: Ja de ene kijkt dan meer naar dit kanaal de andere meer naar een ander.

Mevrouw dot: Ja dat is het moeilijk eh.

Meneer kap: Ik zou zeggen het scherm in de refter, dat is voor mij het gemakkelijkst. Ik ben iemand die niet rookt. Ik denk dat rokers dat niet zien. Die zitten buiten enzo. De blaadjes die op tafel liggen die zien dat ook niet.

Moderator 1: Dat is vandaag ook nog niet gevallen. Die facebookgroep wat denken jullie daarvan?

Meneer kap: Daar kijk ik weinig naar.

Meneer zwart: Ik heb geen facebook.

Mevrouw: Ik bekijk dat dan wel rapper dan mijn mails.

Meneer blauw: Ik weet dat er straks taartjes zijn. Dat heb ik zien passeren op facebook. Ik dacht oke we hebben al een taartje voor straks.

Meneer zwart: Er liggen blaadjes genoeg ook eh.

Meneer blauw: Ah ik heb het op facebook gezien.

Meneer kap: Ja op facebook komt er zo geen belangrijke informatie.

Meneer blauw: Dat is ook wel ergens bewust eh.

Meneer slim: Op facebook is dat scrollen eh.

Meneer kap: Ja natuurlijk, maar t'is daarom dat ik daar ook niet naar kijk. Er zet daar dan iemand een foto op en dan denk ik 'ok leuk'. Dat zegt mij minder.

Meneer slim: Voor bepaalde mensen is dat belangrijk, voor andere mensen is dat niet belangrijk. Daarmee ook dat ze waarschijnlijk al die kanalen openzetten.

Moderator 3: onze taak is eigenlijk om een beetje te verminderen. Het is inderdaad heel veel en overall.

Moderator 1: wij proberen eigenlijk uit te zoeken welke kanalen we kunnen schrappen en op welke kanalen we meer kunnen inzetten. Of welke kanalen we eventueel kunnen toevoegen.

Meneer slim: is het ook tegenover klanten bijvoorbeeld, als ze reclame willen maken?

Moderator 3: het is puur intern.

Moderator 1: ja, puur intern.

Moderator 2: bijvoorbeeld, ik weet niet of jullie whatsapp gebruiken in jullie teams?

(iedereen knikt nee)

Moderator 2: in onze vorige groep gebruikten ze dat wel. Wij kijken of er een manier is, als je en whatsapp en FB schrapt en alles schrapt, of er een manier is om iets te introduceren dat veel meer mensen gaan gebruiken. En dat het logisch zou zijn waar iedereen welke informatie moet halen.

Meneer kap: een whatsapp-group lijkt me niet zo goed.. Je moet dat dan na uw werk bekijken.

Moderator 3: voor jullie is dat inderdaad wel niet handig

Meneer blauw: ik denk dat die weekly news zijn werk wel vrij goed doet. Natuurlijk moeten mensen dan ook wel geïnteresseerd zijn. Als mensen er geen interesse in hebben, dan mag je dat nog doen hoe je wilt, bv op FB, whatsapp...

Meneer kap: in productie mogen de persoonlijke e-mails weg

Moderator 3: en dan de newsletter zogezegd, de nieuwsbrief.

Moderator 1: dat wordt normaal gezien naar jullie persoonlijk e-mailadres gestuurd.

(mevrouw dot en meneer jong knikken nee)

Meneer slim: dat zal bij spam zijn waarschijnlijk.

(onduidelijkheid over of ze het krijgen of niet)

Meneer kap: ik denk dat ik dat direct weg doe, ik weet dat niet

Moderator 2: U (Meneer kap) zei dat de e-mails weg mochten en u (meneer slim) zei net van niet.

Meneer slim: Uiteindelijk kan je makkelijk communiceren met personeelsdienst ofzo. Neem nu dat je verhuist, dan moet je niet naar personeelsdienst lopen.

Meneer kap: Je kan dat ook doen op sharepoint ook eh. Daar bestaan formulieren voor.

Meneer slim: Ja dingen ook ja! Ik stuur dan liever een e-mail, dat is dan vaak rapper.

Meneer kap: Ik persoonlijk (en in de kapperij), ik heb dat nog niet veel mensen zien doen.

Meneer slim: Voor dagelijkse dingen gebruik je dat dan ook minder.

Mevrouw dot: In de stansafdeling, wordt dat ook niet of minder gebruikt. Behalve bijvoorbeeld de persoon die dan rol JMT doet ofzo, maar gewone werknemers gebruiken e-mail niet.

Meneer blauw: Misschien dat de sharepoint iets eenvoudiger nog zou moeten worden.

Mevrouw dot: Sharepoint, met die e-mails lezen mensen niet vaak.

Meneer kap: Ja gewoon met een functie in sharepoint zodat je van daaruit e-mails kan sturen naar waar je wilt. Dat zou ik nog gemakkelijker vinden dan effectief apart een e-mail. Waarbij je dan nog een keer moet inloggen vaak. Het is vooral het inloggen dat ik vervelend vind.

Moderator 2: Dus als je op sharepoint zit en je wilt naar je e-mail, dan moet je nog een keer inloggen telkens?

Meneer jong: Ja in feite voor alles

Meneer kap: Dat is heel ambetant.

Meneer blauw: Als je naar ... gaat ook, om overuren in te geven. Dan moet je ook nog eens inloggen.

Moderator 3: Dat is logisch, want dat is eigenlijk een apart programma, maar normaal zou dat niet mogen.

Meneer slim: Ik denk wel dat normaal als je sharepoint open doet en je bent daarop ingelogd en je doet dan outlook open, dat je dan niet moet inloggen.

Meneer kap: Ik doe het ook altijd zo, maar ik moet toch altijd inloggen.

Moderator 1: Misschien is dat omdat 'jullie zitten met meer tegelijkertijd op dezelfde computer of niet?

Meneer slim: Het kan wel zijn dat sharepoint openstaat op een ander e-mailadres, van een collega bijvoorbeeld. Als je dan wilt inloggen dat dat problemen geeft.

Meneer kap: Ik sta aan mijn kapmachine en aan hetgeen daar openstaat, maar ik moet nog altijd opnieuw inloggen om mijn e-mails te bekijken.

Meneer slim: Dat is een IT probleem.

Moderator 2: Wij gaan daar ook mee samenzitten. Eigenlijk is het de bedoeling, dat van zodra je inlogd op sharepoint dat je direct aan alles kan.

Meneer jong: Dan is er nog privacy ook eh, want e-mails die bijvoorbeeld alleen voor jou bestemd zijn. Bijvoorbeeld er is iets misgelopen met een order en jij bent daarmee bezig.

Meneer kap: Dan gaan ze u dat zelf komen zeggen toch?

Meneer slim: ...

Meneer kap: Ah ja ok, dat is dan misschien nog ander dan voor jullie

Meneer jong: Iedereen zou anders je e-mails kunnen zien.

Meneer kap: Dat zou voor mij minder een probleem zijn, maar ja ik snap het.

- **Dan vroegen we ons nog af of jullie suggesties hebben? Er zijn al veel suggesties aan bod gekomen.**

Meneer blauw: Ik denk dat er nog één iets belangrijks niet gezegd is. Het feit dat ze af en toe uw mening komen vragen in het kader van jouw idee telt en jouw mening telt.

Meneer slim: Dat is ook gedaan toch?

Meneer zwart: Die mensen komen voor niks rond zeker?

Meneer kap: Ja, die briefjes werden weg gesmeten.

Meneer blauw: Die kwamen dan effectief aan u vragen ofdat je eventueel opmerkingen hebt ofzo. Ik denk dat er daar soms ook wel rekening mee gehouden wordt als er iets is.

Moderator 1: Ik denk dat ze nu bezig waren met die jouw idee telt te veranderen.

Moderator 3: Ja dat gaat veranderen. Dan komen ze dus echt rond en vragen ze dat aan u?

Meneer blauw: Dat zijn ook mensen uit de afdeling zelf die bij u komen, geen team coach ofzo. Dat is echt een collega van u.

Mevrouw dot: Bij ons wordt dat ook wel goed gebruikt. In het begin was dat zo echt met een blaadje. Ze gaven dat af, en op het einde van de shift kwamen ze dat weer halen met uw antwoord. Dat werkte niet. Nu is er iemand heel sociaal. Zij neemt dan echt vijf minuten tijd om met u te praten. Zij vraagt dan 'hoe voel je u?'/ 'zijn er problemen?' Sommige mensen zeggen gewoon ga maar voort. Veel mensen spreken haar ook echt wel aan ook buiten die momenten. Heeft er nu bijvoorbeeld iemand onlangs een evaluatie gehad, achteraf voelde hij zich daar niet zo goed bij. Hij heeft dan ook aan haar gevraagd, waar moet ik nu naartoe gaan. Bij ons wordt die JMT wel heel veel benut. JIT en allemaal dat niet.

Meneer blauw: Ik heb ook wel het gevoel dat er geluisterd wordt naar ons.

Meneer slim: Het is ook een beetje de vervanging van het syndicaat natuurlijk.

Meneer jong: Van JVT en JMT vind ik dat het heel goed loopt, maar JIT vind ik een beetje overbodig. Als je ziet dat er iets moet gebeuren dan los je dat op. Je doet toch niet 'oe ik zie een probleem ik ga het toevoegen in JIT en daar een week op wachten'.

Meneer blauw: Sommige problemen kan je rap oplossen inderdaad.

Meneer slim:. Het gaat eigenlijk over een verbetering op termijn.

Moderator 3: Ja, inderdaad

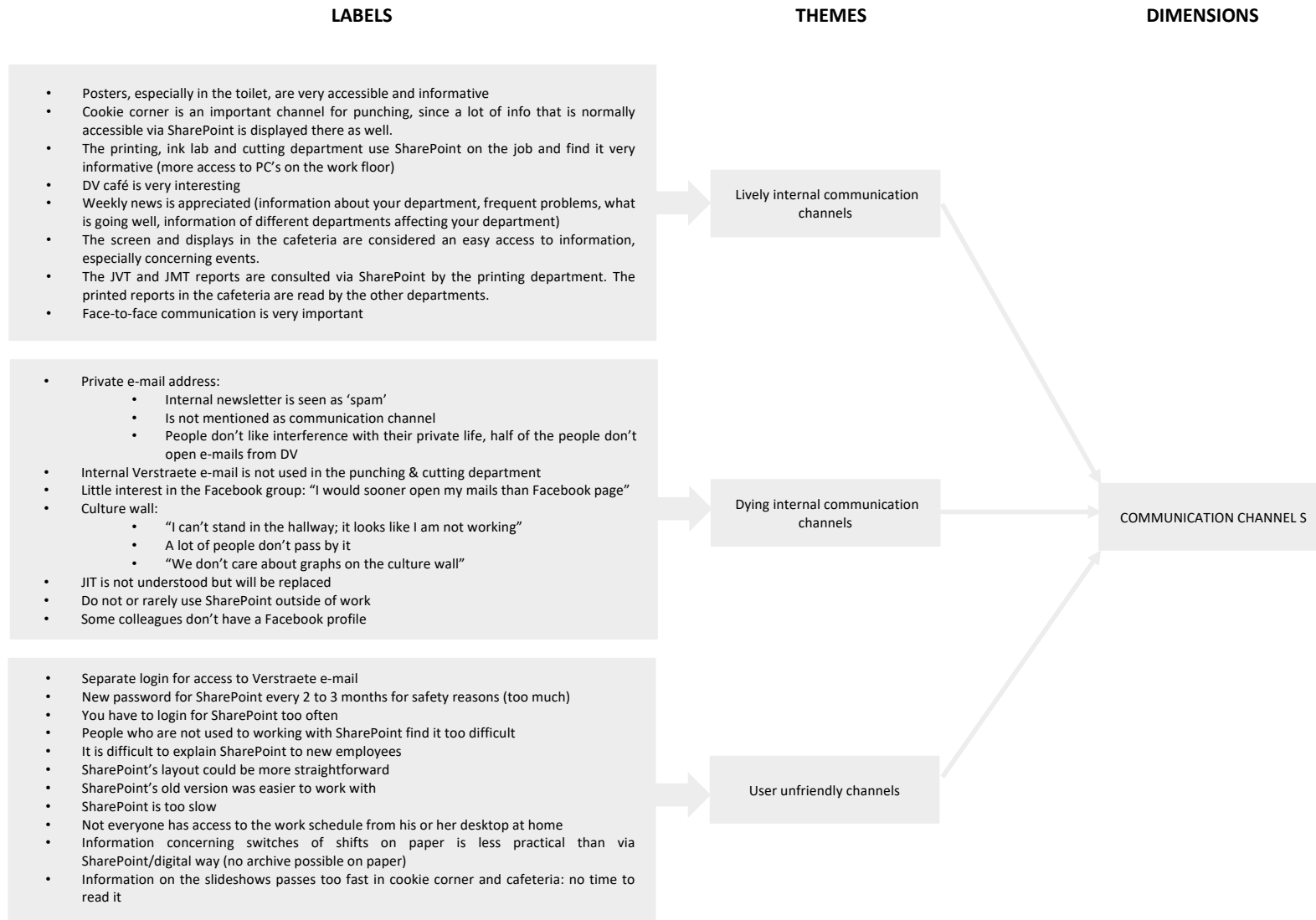
Meneer blauw: Als uw inktlabo te klein is en ze breiden uit, kan je moeilijk zelf beginnen uitbreiden

Meneer jong: Ja maar dan zit je gewoon eens samen met de mensen eh.

EINDE

APPENDIX 3 – TREE STRUCTURE RESULTS

OPERATORS



LABELS

THEMES

DIMENSIONS

Consistency

- Slideshow on screens cafeteria and Cookie corner differ
- Amount and content of information is different over the departments
- There is no weekly news in the ink lab, but they are not interested either
- Fixed time schedule on when and where information should be shared is not necessary. It would be nice if there would be an announcement
- JMT, JVT and staff schedule are currently shared on a regular basis
- Overload of channels, structure can be improved (hard to distinguish more and less relevant information). However, there is not an overload of information itself.
- Too much repetition of information
- Information affecting jobs comes sometimes too late (e.g. reconstruction of ink lab was not known till the workforce was present to make the changes)
- Slideshow cookie corner is not updated regularly

Unroll channels currently in place optimally

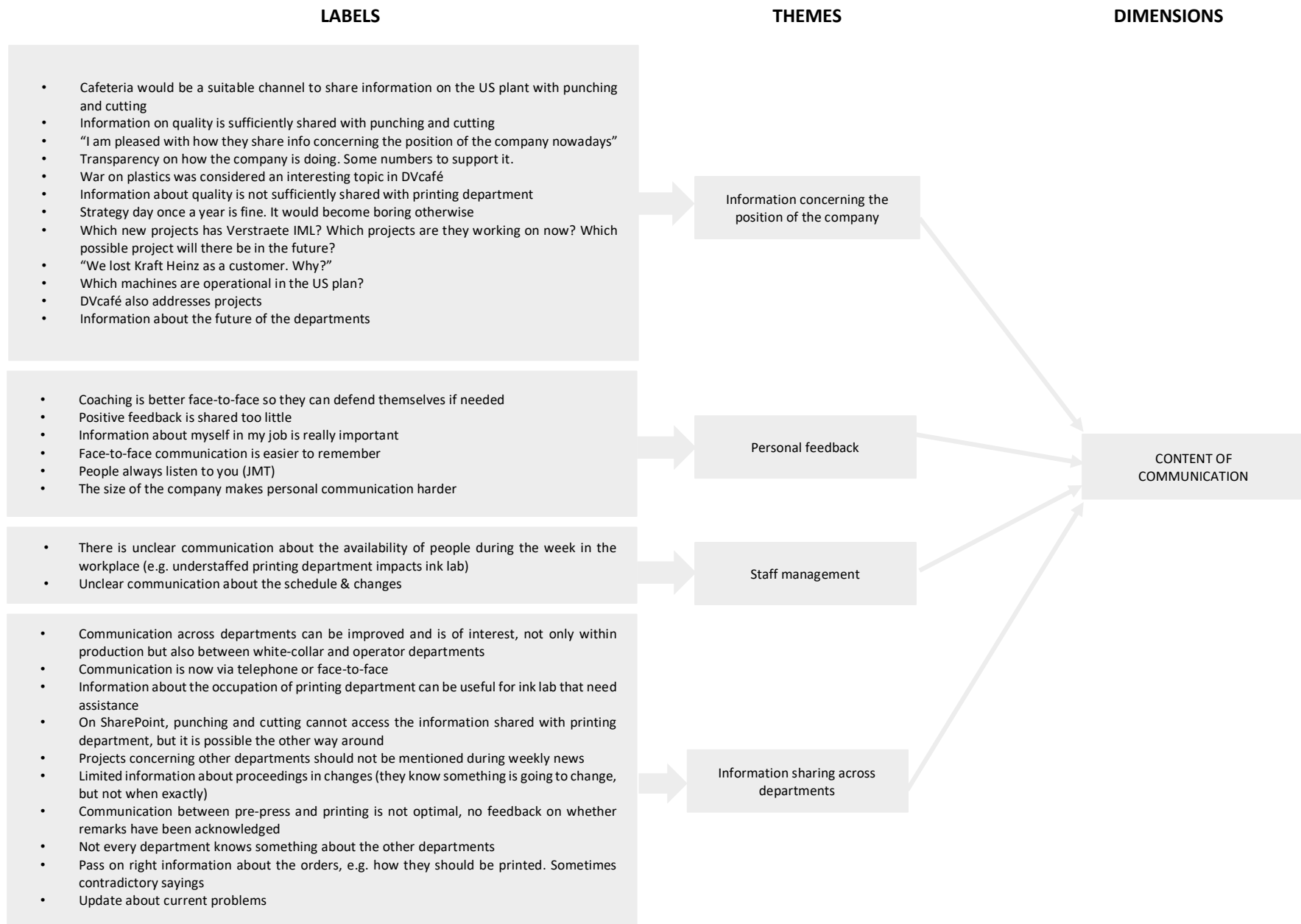
- Information about what has been said on DVcafé should be clear and accessible
- Weekly news in punching department: sometimes you can't hear the team coach
- Weekly news is better face-to-face in small groups, as it enables immediate feedback. Digital for printing department (they can make a call to ask more info).
- Weekly news = the best channel for sharing departmental information.
- Rika is doing weekly news in the cafeteria to get away from the noise of the machines
- The culture wall is positioned strangely
- Events should not be communicated via e-mail, since I see that info enough during the day

When best to reach employees?

- People are mainly reading before their shift and during the lunch break
- People who smoke often don't see what's displayed in the cafeteria
- People don't want to be busy with work stuff at home
- Punching has time to read news in cookie corner
- We are busy during our working hours, there is no time left to check every channel extensively
- At certain moments in time (e.g. at the end of the year) there is too much info and little structure.

Channel Management

COMMUNICATION CHANNEL S



LABELS

- Change location of the culture wall, maybe put it twice so everyone reads it
- Make a separate tab in SharePoint for evolutions US
- Strategy sessions can be in another format (less long and more interactive), at another time slot (people are tired and want to go home after their shift)
- Use 'time-clock' for urgent matters as a communication channel (not daily matters)
- Display pictures of culture wall in the cafeteria
- Share more fun facts over departments: e.g. employee that won an award only in printing department
- Printing department wants more information on quality in cookie corner
- Change weekly news to face-to-face again
- Cutting department: weekly news in smaller groups
- Play the PowerPoint of the screens also on SharePoint
- Display in cookie corner only information about departments itself & projects (otherwise too much)
- Cafeteria is perfect to communicate company/general information

THEMES

Suggestions for the future

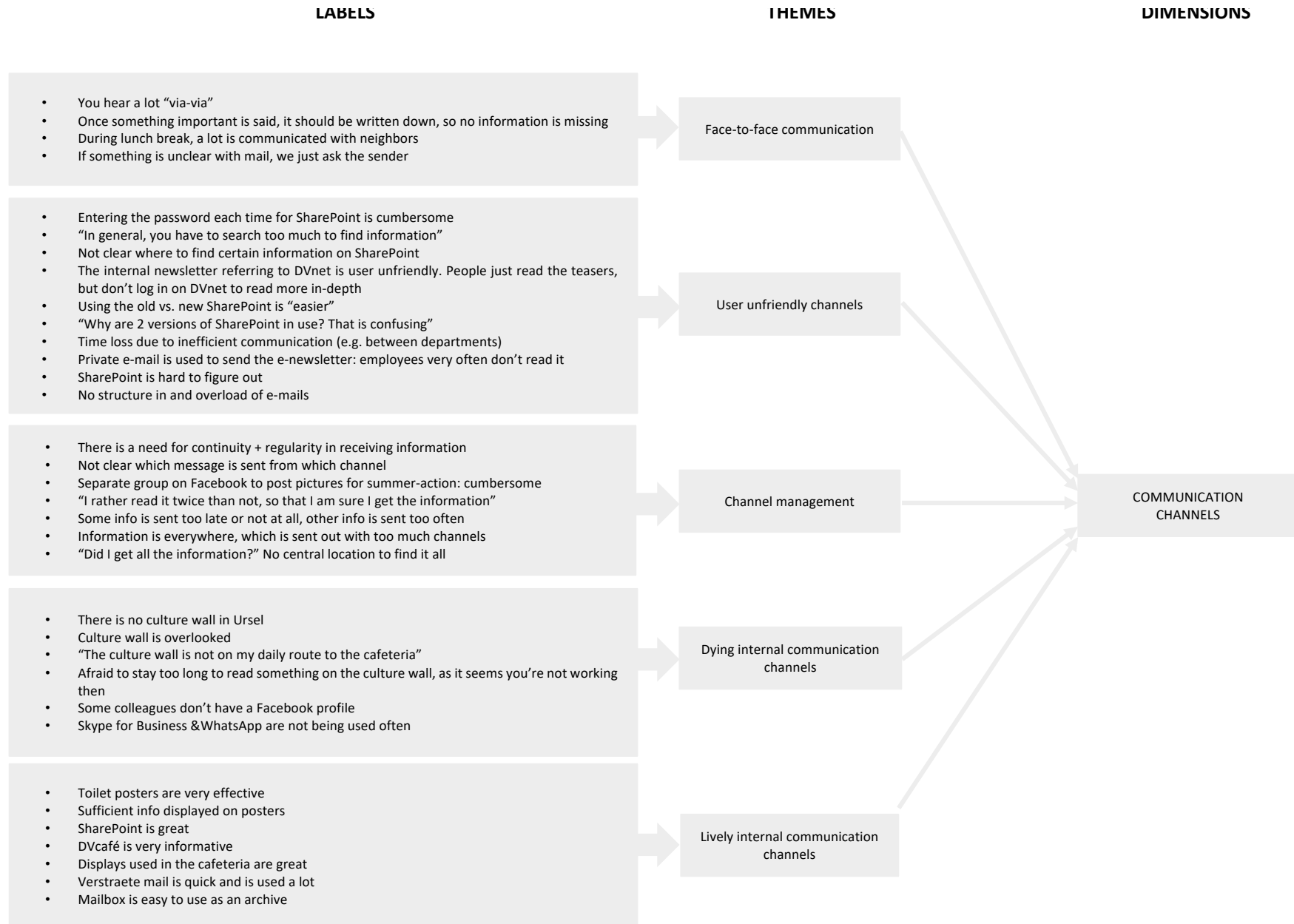
DIMENSIONS

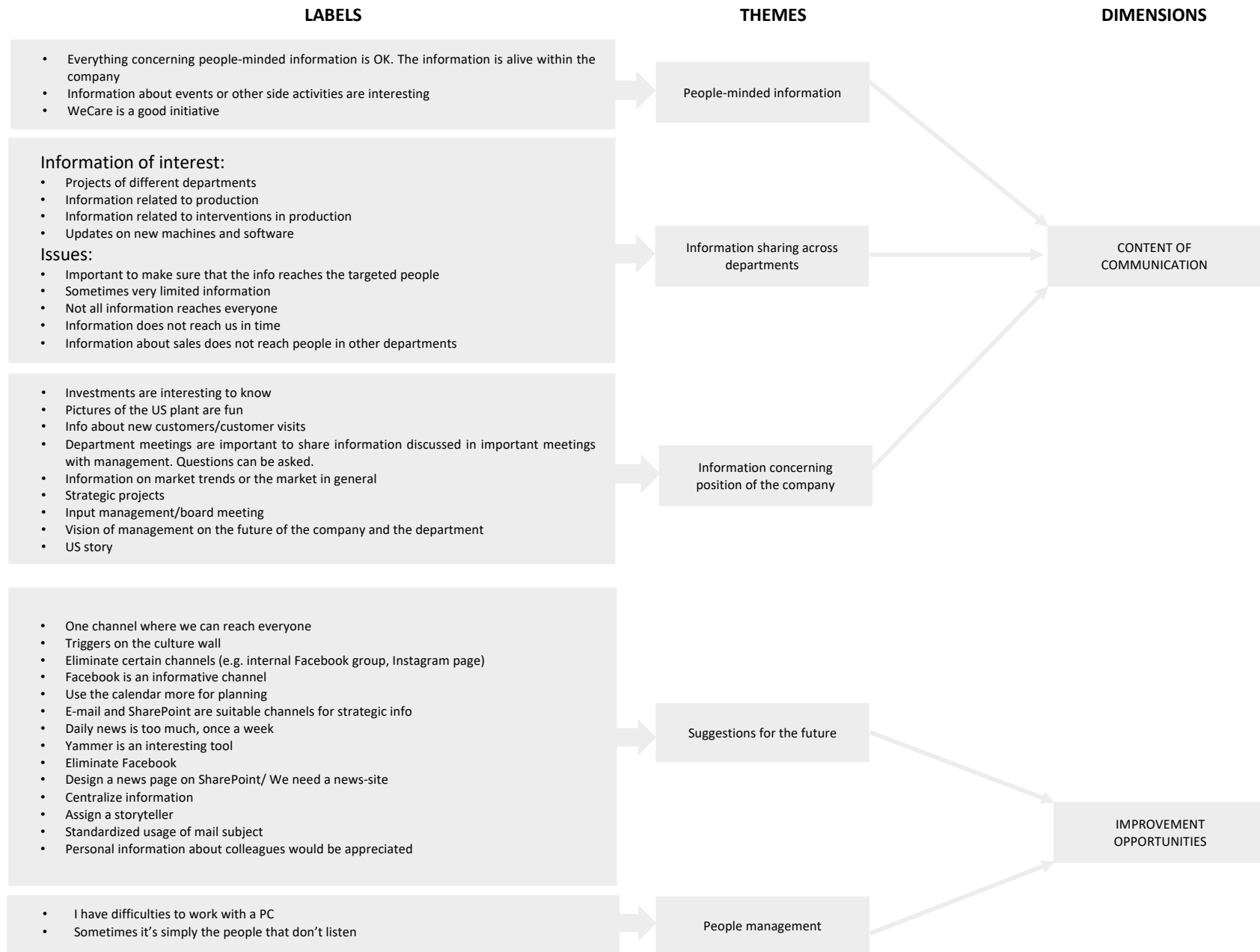
IMPROVEMENT
OPPORTUNITIES

- I have difficulties to work with a PC
- "Sometimes it's simply the people that don't listen."
- People make excuses so that they don't have to come to the strategy day/sessions
- Management cannot expect everyone to follow the news
- The info that is of interest to you personally, is different for every individual
- Follow-up on feedback and comments given by employees in production is missing
- Limited information sharing when shifts switch
- Often: "There has been decided that..." instead of "What do you think about..."

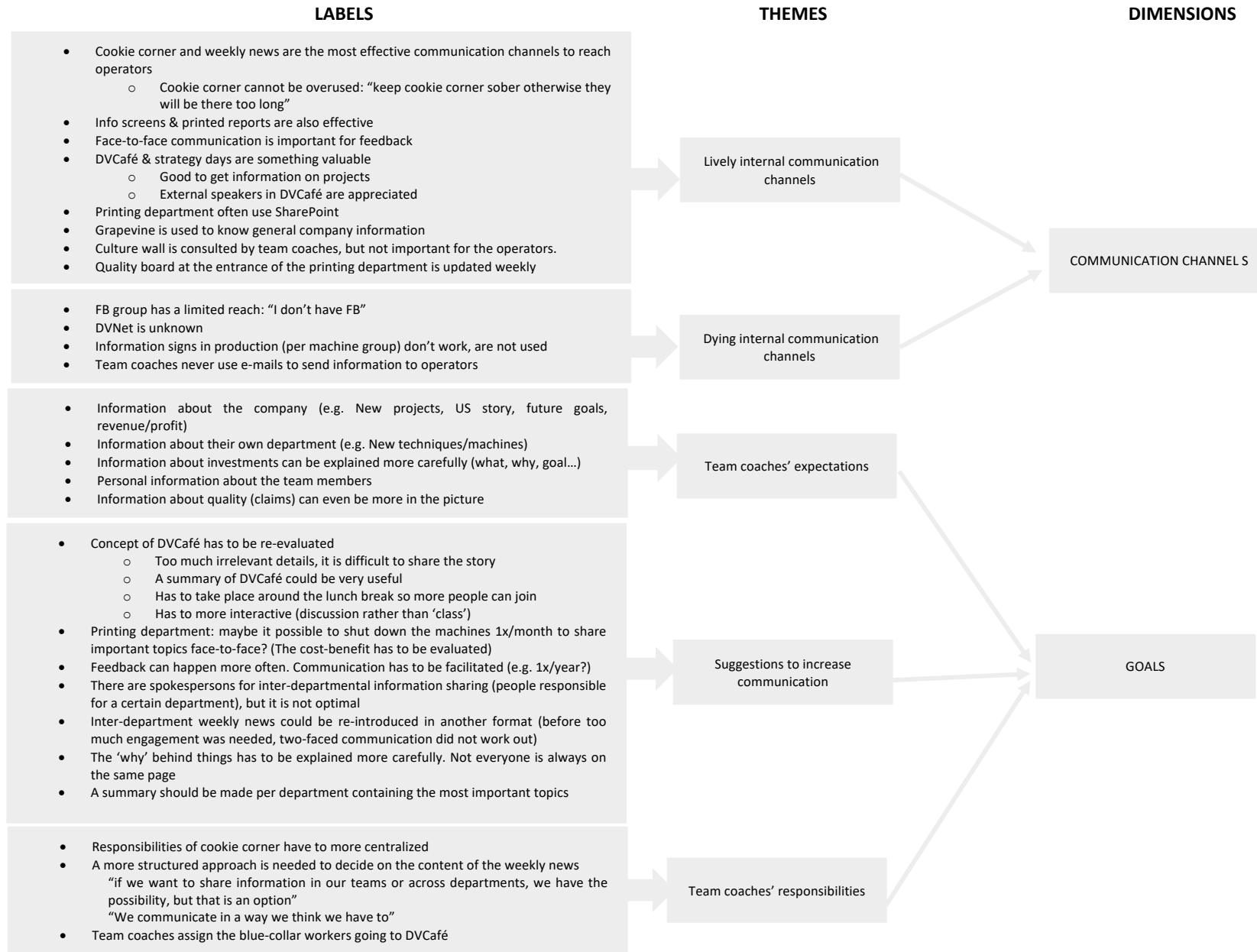
People management

WHITE-COLLAR WORKERS





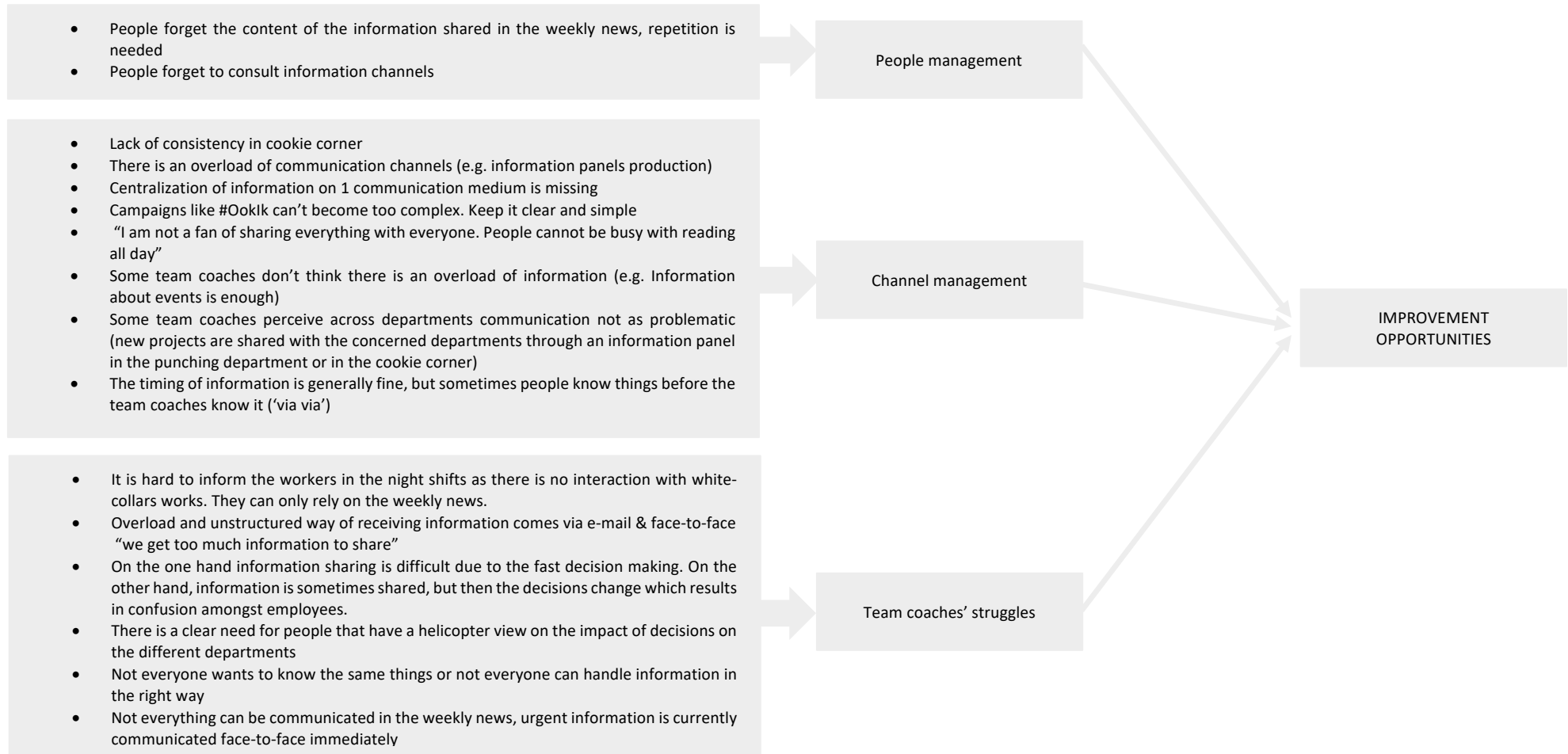
TEAM COACHES



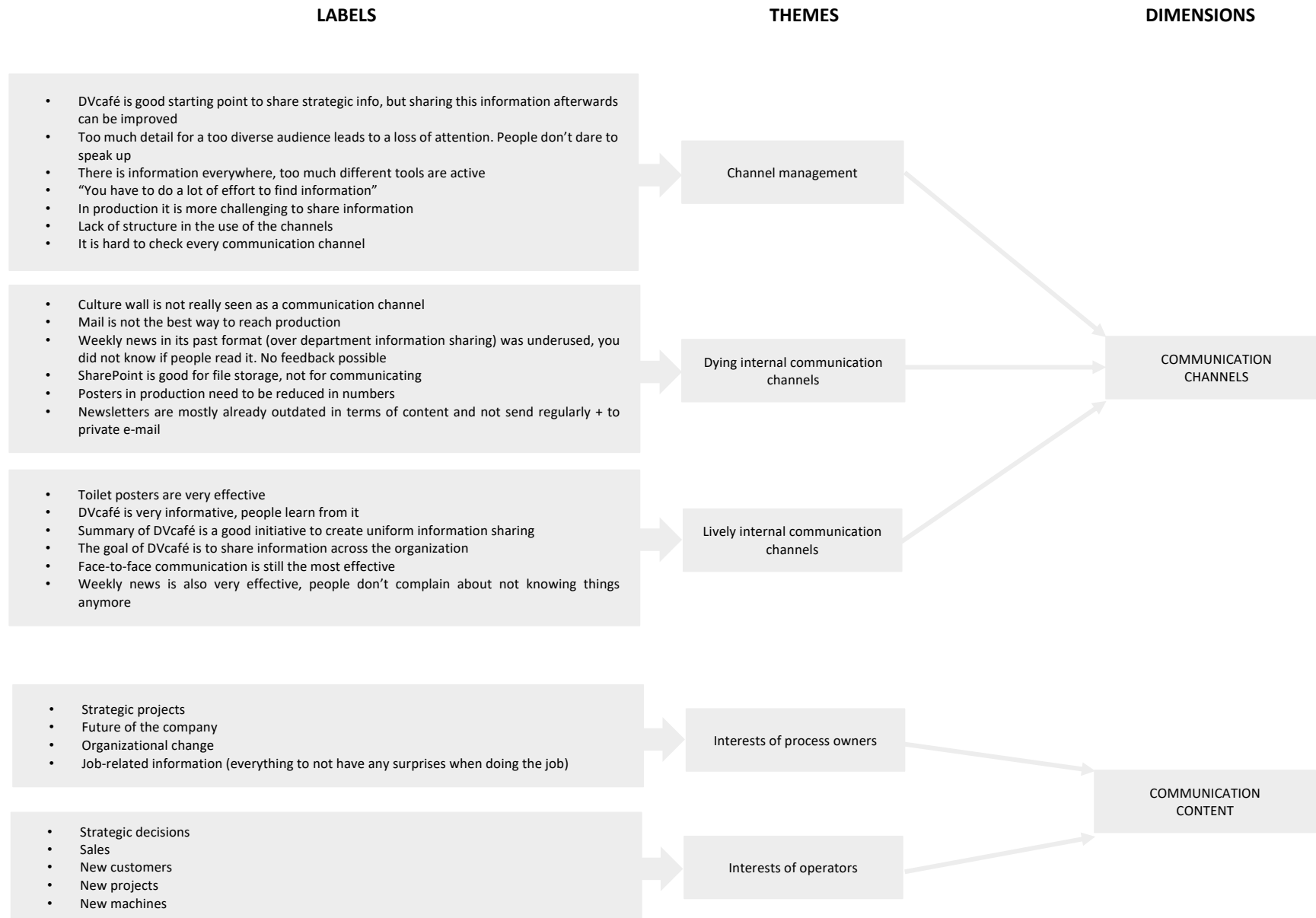
LABELS

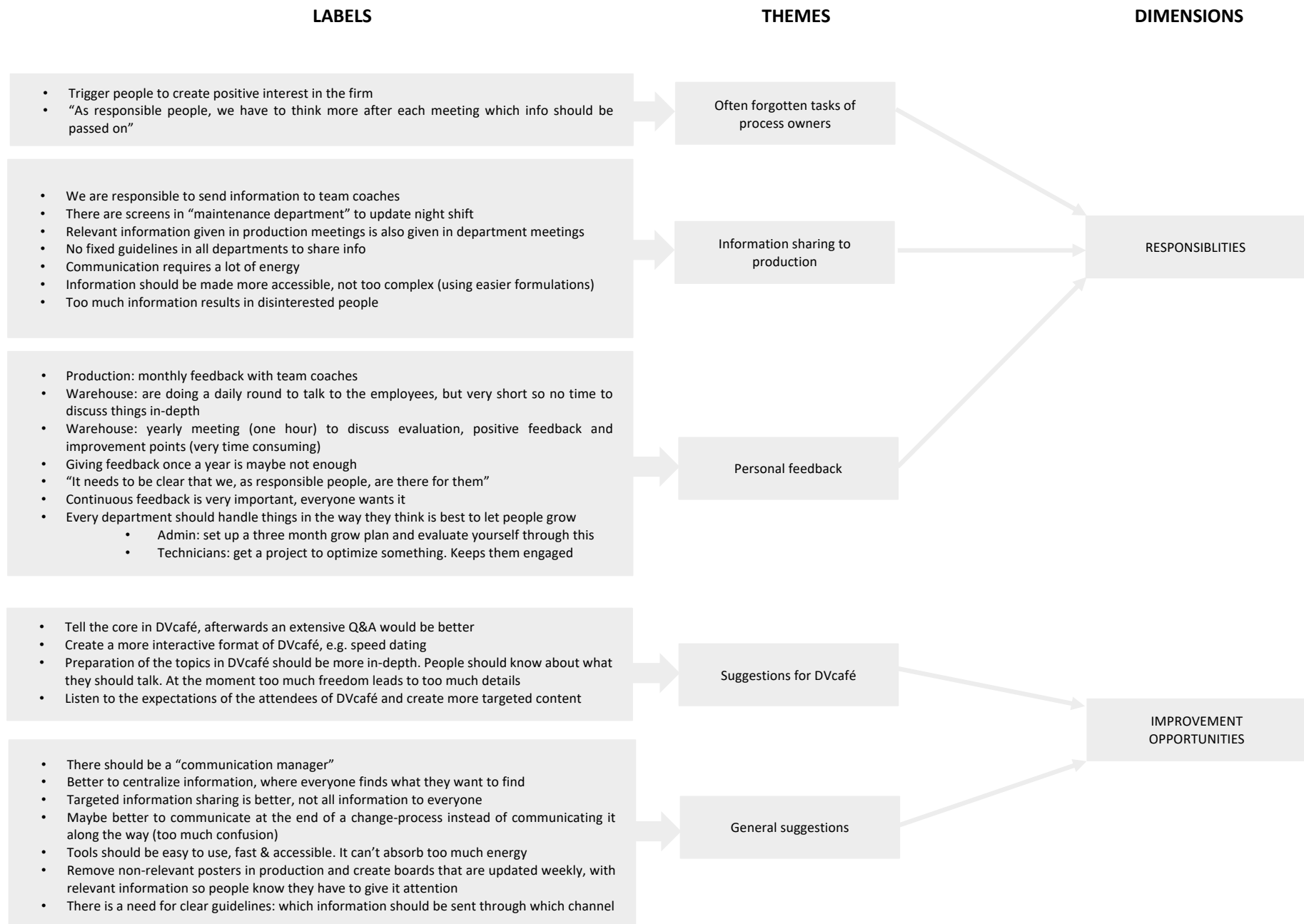
THEMES

DIMENSIONS

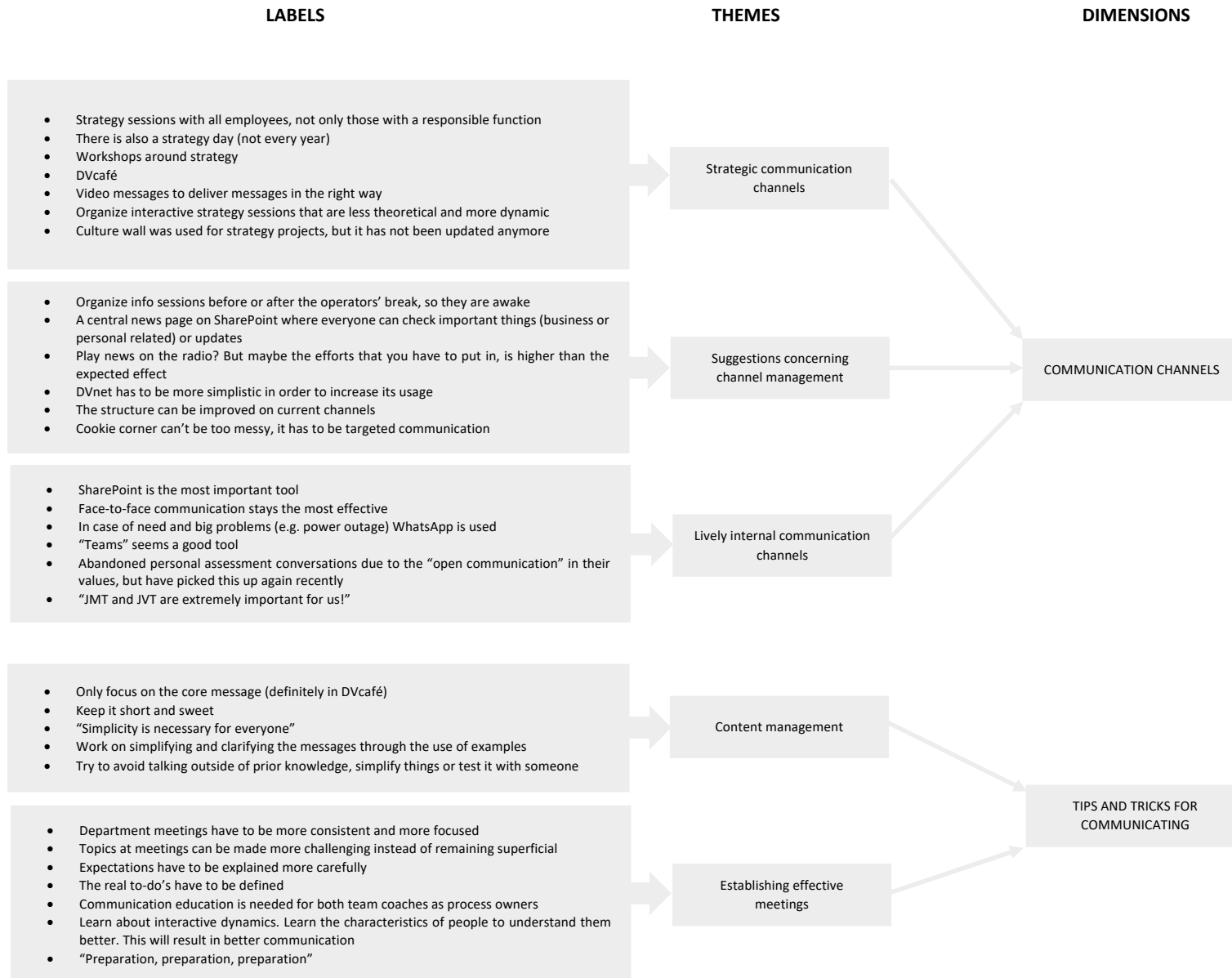


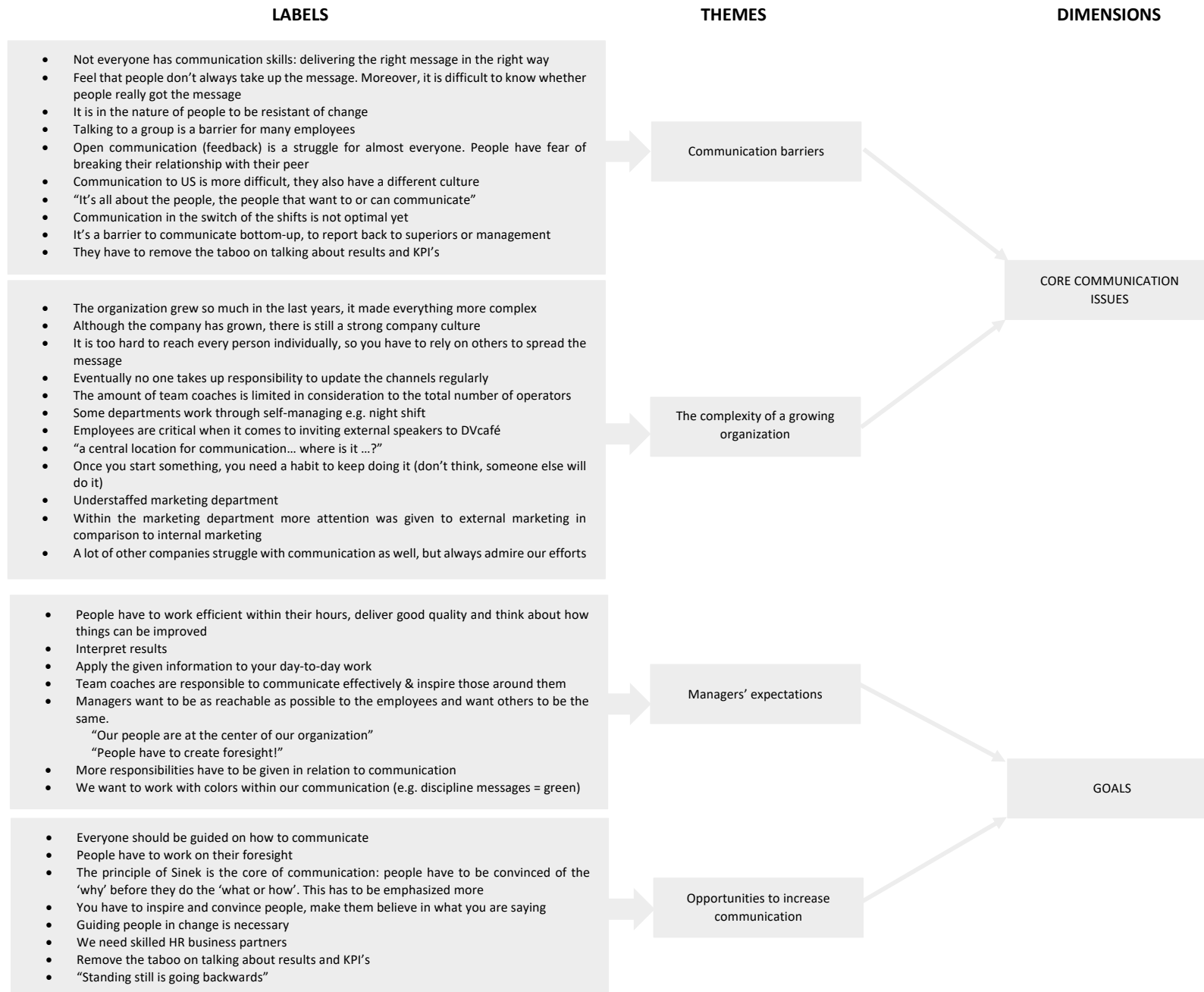
PROCESS OWNERS





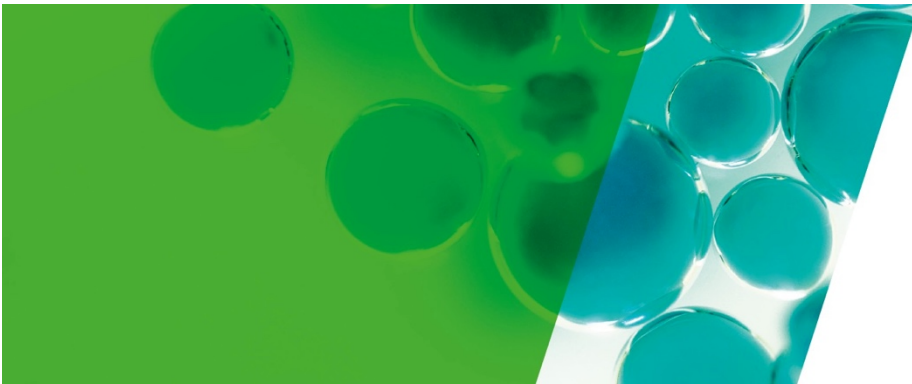
TOP MANAGEMENT





APPENDIX 4 – TEMPLATE EXAMPLE (JMT/JVT REPORTS)

These documents are made in Dutch as this is the common language in Verstraete IML.



Verslag: 12/03/2019

SAMENVATTING

AANWEZIGHEDEN:

KERNPUNTEN:

-
- ...
-
-

PERSONEELSZAKEN

Men vraagt of er via DV eventueel een leasing zou kunnen gebeuren voor een elektrische fiets?

Uit de enquête, de medewerker staat centraal, kwam de vraag naar flexibele verloning en andere voordelen. Ook de vraag om een fiets te kunnen leasen kwam geregeld naar voor. Vanuit HR zijn we de wettelijke mogelijkheden aan het bekijken met ons sociaal secretariaat SD Worx. Meer informatie volgt.

Bij afwezigheid van de TC (ziekte, verlof, ...) in de nacht is er niemand aangesteld om dit over te nemen. Ook bij het presteren van overuren is er niet altijd iemand aanwezig. Is het mogelijk om een wachtdienst te voorzien voor eventuele "noodgevallen"?

We begrijpen de vraag naar duidelijke afspraken bij afwezigheid van de TC. We stemmen dit verder af met procesverantwoordelijken en team coaches om duidelijk te communiceren bij afwezigheid.

AFWERKING

Nieuwe tijdelijke medewerkers zouden beter opgevangen moeten worden op hun eerste werkdag. Iemand zou hen moeten halen in refter. Dit gebeurt nog te weinig.

De nieuwe (tijdelijke) medewerkers krijgen vooraleer ze opstarten een uitgebreid onthaal door de personeelsdienst. Op hun eerste dag worden ze steeds opgehaald in de refter door de team coach. We verwachten echter van elke medewerker dat hij/zij de nieuwe medewerker spontaan aanspreekt en hartelijk welkom heet. Het is iedereen zijn verantwoordelijkheid om nieuwe medewerkers goed op te vangen en te ondersteunen bij opleiding.

Water bijvullen tijdens werkuren mag niet, maar prepress mag wel koffie gaan halen. Zou het toch mogelijk zijn om dit toe te staan om water bij te vullen?

Er is mogelijkheid voorzien om een plastic doorzichtige fles mee te nemen in productie. Zorg er daarom steeds voor dat je fles groot genoeg is voor de hoeveelheid dat je individueel nodig hebt voor een halve of volledige shift. Bijvullen kan steeds vóór je shift of tijdens je pauze.

In de prepress afdeling werden duidelijke afspraken gemaakt rond het halen van koffie. Er mag één keer 's morgens en één keer 's avonds koffie gehaald worden. We stimuleren dit zelfs. Dit om te voorkomen dat medewerkers fouten maken door té lang gefocust achter hun computerscherm te zitten.

Verder heeft de prepress afdeling niet de mogelijkheid om gebruik te maken van een cookiecorner. Dit wordt wel extra aangeboden in de productie.



SAMENVATTING

AANWEZIGHEDEN:

--

ACTIEPUNTEN INTERNE DIENST PREVENTIE EN BESCHERMING

- Verbindingspad parking naar zebrapad is aangelegd
- Nooduitgang onderhoudslokaal: pictogrammen voorzien + vluchtweg is vrijgemaakt
- Rondgang met arbeidsgeneesheer op 20/12/18

GEVAARLIJKE SITUATIE/BIJNA ONGEVAL

Uitglijden op vloer tussen snijmachine en Merco.

Zou het mogelijk zijn om de vloer te behandelen zoals bij Vision1 & 2 tijdens de ombouw van de Merco machines? Het is voorzien om de vloer te behandelen bij de ombouw van de Merco machines

Vinger gekneld snijmachine

Bij het willen wegnemen van laatste gesneden reep rechtermiddenvinger gekneld tussen rekentanden van het zadel en groene piston blokje

Was in automatische werking, wanneer het zadel pak heeft afgelegd is het zadel wel terug naar achter gegaan. geen blijvende knelling.



Te bekijken met technische dienst

ERGONOMIE

Rek verhogen



Is het mogelijk om het rek van de opnameplaten te verhogen?

Dit zal bekeken worden.

ALGEMENE VEILIGHEID

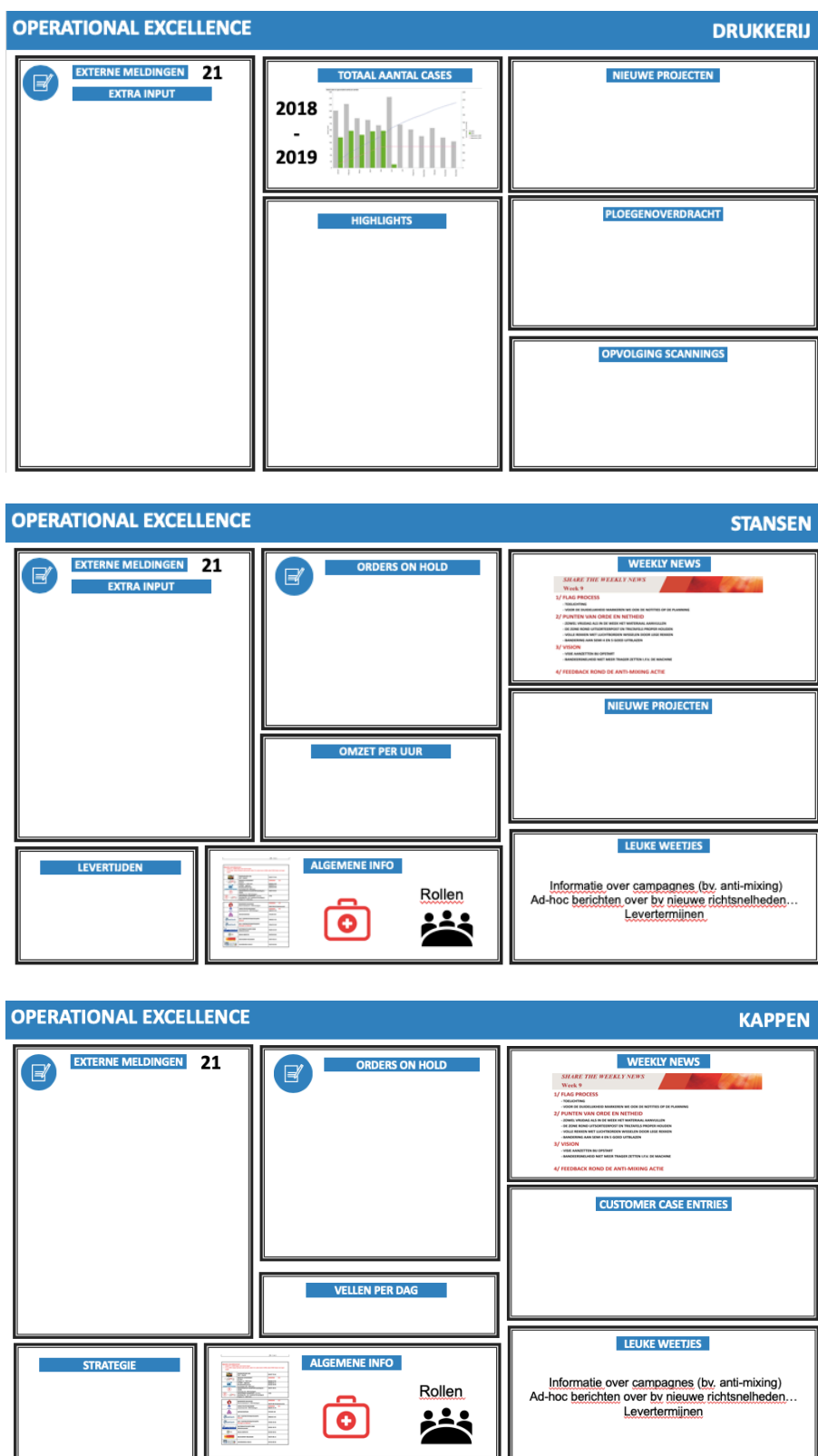
Nooduitgangen en brandbestrijdingsmiddelen

(witte) paletten worden geregeld te dicht bij nooduitgangen en brandbestrijdingsmiddelen gestockeerd.

Deze vrijhouden vraagt blijvende aandacht

APPENDIX 5 – COMMUNICATION BOARD PRODUCTION

The following pictures are a representation of what the communication boards look like for a specific department. These boards are made in Dutch as this is the common language in Verstraete IML.



APPENDIX 6 – TEMPLATE EXAMPLE QUALITY (EXTERNAL COMPLAINTS)

This document is made in Dutch as this is the common language in Verstraete IML.



kwaliteit

TOTAAL:

TOP 3

1

Kleurverschil
12

2

Kap/stans NOK
6

3

Kleven
5

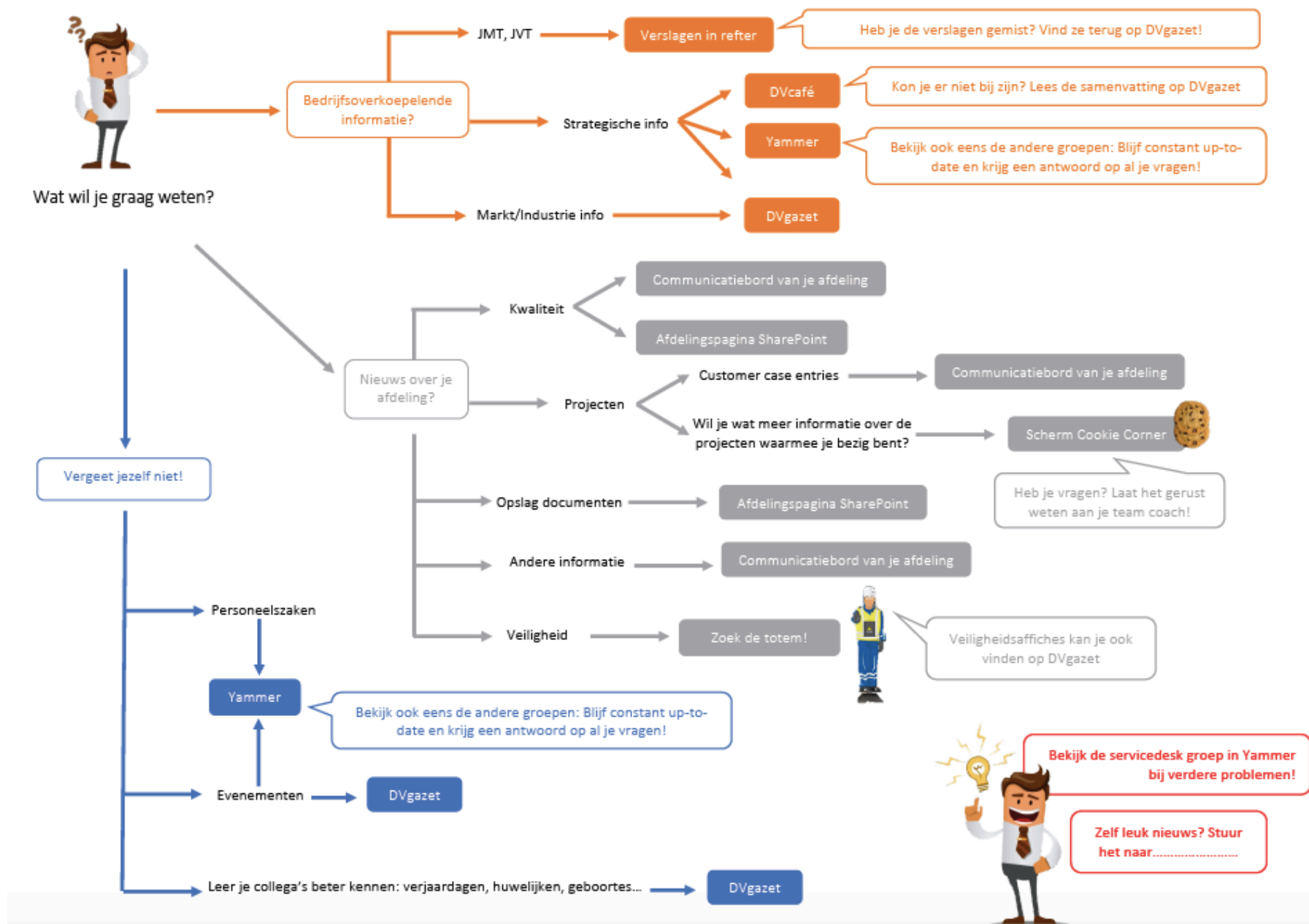
HERDRUK

KLANT	KLACHT
Multidimensionals S.A.S	Voor rimpels/plooiën. Vragen herdruk (gaat om +/- 5.000 etk.) Wij hebben nu eerst gevraagd of het mogelijk is om de slechte te isoleren, aangezien wij dit niet zien op onze controlevelen / modellen
Polyoak	Voor kleurverschil P.485 Nieuwere producties zijn niet volgens IML proof gedrukt. Nog in overleg met klant
Spies	Voor kleurverschil RAMA P.9064 ! 2 producties met GVD à andere producties niet gedrukt volgens deze GVD vellen ! herdruk voor 1.7 mio etiketten : waarde 5.800 € !
ITC	Voor kleurverschil in zwarte tekst en wit is vergeeld. Waarde 518 €. Terecht maar toch gevraagd of ze deze niet willen gebruiken, maar camera gooit ze eruit. CN wordt gegeven, geen herdruk nodig.
Berli	Voor doubleren, terechte klacht. Ook op controlelevel NOK. Nog ongoing, maar zal wellicht herдруkt moeten worden
Jokey	Beschadiging tijdens transport
Pöppelmann	Stand NOK, teveel variatie in de pakken. Komt waarschijnlijk retour om uit te sorteren. Maandag volgt info van de klant

RETOUR

KLANT	KLACHT
Cups4You	Inpakken NOK (CS). Verkeerde instructie door CS à afwerking. Maatregel uit vorige klacht werd niet genomen voor dit order. Retour gekomen, losmaken en herverpakt in niet-dragende dozen

APPENDIX 7 – INFORMATION TREE EMPLOYEES



APPENDIX 8 - MANUAL INTERNAL COMMUNICATION MANAGER

In the next pages the guidelines concerning the new internal communication strategy of Verstraete IML are written down. This is in Dutch as this is the common language there.



Interne communicatie

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CHANGE MANAGEMENT	119

	FACE-TO-FACE COMMUNICATION		PRINTED COMMUNICATION CHANNELS				
	DVcafé	Weekly News	Verslagen cafeteria	Toilet affiches (5)	Communicatie-bord productie	DVgazet	Totem Veiligheid
Overkoepelend nieuws (1)	x					x	
Afdelingsinformatie (2)		x			x		
Project informatie (3)							
Personeelszaken (4)				x			
Wist-je-datjes							
JVT/JMT			x				
DVcafé samenvatting						x	
We Care, events				x			
Persoonlijke info (birthdays, weddings...)							
Arbeidsongevallen, broodje van de maand							
Veiligheid							x (affiche)
QA/QM					x		
Performantie					x		
Documenten							
Dringende berichten							
Ad-hoc informatie (6)					x		
FREQUENCY	6-wekelijks	Wekelijks	Maandelijks	Wekelijks	Dagelijks	6-wekelijks	Maandelijks
TARGET GROUP	Iedereen	Arbeiders	Iedereen	Iedereen	Arbeiders	Arbeiders	Arbeiders
RESPONSIBILITIES	DVcafé team	Team coaches	Liesbeth & Sabine	Communicatie verantwoordelijke	QM/QA & Team coaches	Communicatie verantwoordelijke	Verantwoordelijke voor veiligheid

(1) Bedrijfsresultaten, strategische projecten, afdelingsprojecten, markt trends, US updates...

(2) Informatie relevant voor de eigen afdeling, ook geleverd door andere afdelingen

(3) Product informatie, ken je klant (soort klant, eisen...), waarom een bepaald project binnen is gebracht of verloren is...

(4) Refer a friend, overuren regeling...

(5) Engageren ipv informeren door dit super krachtig kanaal

(6) Nieuwe labels/projecten, campagnes (e.g. anti-mixing), informatie over levertijden...

	DIGITAL COMMUNICATION CHANNELS					
	DVGazet	Yammer	Screen cafeteria	Cookie Corner	E-mail	SharePoint (department page)
Overkoepelend nieuws (1)	x	x				
Afdelingsinformatie (2)						
Project informatie (3)				x		
Personeelszaken (4)		x				
Wist-je-datjes	x	x				
JVT/JMT	x					
DVcafé samenvatting	x					
We Care, events	x	x	x			
Persoonlijke info (birthdays, weddings...)	x					
Arbeidsongevallen, broodje van de maand			x			
Veiligheid	x (affiche)					x
QA/QM						x
Performantie						x
Documenten						x
Dringende berichten					x	
Ad-hoc informatie (6)			x			
FREQUENCY	Dagelijks	Dagelijks	Wekelijks	2-wekelijks	Dagelijks	Dagelijks
TARGET GROUP	Iedereen	Iedereen	Arbeiders	Arbeiders	Iedereen	Iedereen
RESPONSIBILITIES	Communicatie verantwoordelijke	Rollen + communicatie verantwoordelijke	Wim	Louise	Iedereen	Iedereen/Teamcoaches in productie

(1) Bedrijfsresultaten, strategische projecten, afdelingsprojecten, markt trends, US updates...

(2) Informatie relevant voor de eigen afdeling, ook geleverd door andere afdelingen

(3) Product informatie, ken je klant (soort klant, eisen...), waarom een bepaald project binnen is gebracht of verloren is...

(4) Refer a friend, overuren regeling...

(5) Engageren ipv informeren door dit krachtig kanaal

(6) Feedback voor nieuwe projecten, campagnes (e.g. anti-mixing), informatie over levertijden, zaken die dringend moeten worden meegedeeld...

Weekly News

- **WELKE INFO:** Informatie relevant voor de eigen afdeling, besproken op afdelingsmeeting in overleg met procesverantwoordelijke
- **WANNEER:** Wekelijkse rondgang
- **HOE:** Teamcoach neemt zijn team bij zich en vertelt 5 tot 10-tal minuten
- **AANDACHTSPUNTEN:**
 - Duidelijk de 'waarom' omtrent genomen beslissingen uitleggen
 - Geef feedback op eerder gestelde vragen van de operatoren
 - Herhaal de belangrijkste zaken kernachtig op het einde van de weekly news
 - Zich meer de vraag stellen: "Welke acties, genomen door andere afdelingen, zijn relevant om te delen met de eigen afdeling?"
- **VERANTWOORDELIJK:** team coaches

Totem Veiligheid

- **WELKE INFO:** Veiligheidsaffiche en waarschuwingsaffiche na ongeval
- **WANNEER:** Maandelijks update (of wanneer er een ongeval gebeurd is)
- **HOE:** Affiches in totem plaatsen (zie Figuur)
- **AANDACHTSPUNTEN:**
 - Verplaats regelmatig zodat het geen deel van het decor wordt
 - Bij ongeval: plaats hem op de locatie van het ongeval
 - Post de affiches ook op de 'all-company' Yammer-groep om bedienden te bereiken
- **VERANTWOORDELIJK:** Verantwoordelijke veiligheid



Cookie corner

- **WELKE INFO:** Project- en klantinformatie
- **WANNEER:** 2-wekelijks updaten
- **HOE:** 3 slides omtrent 1 project
 - Slide 1: Informatie over het product (bv. vorm & inhoud van het potje)
 - Slide 2: Informatie over de klant (vb. Unilever is een grote klant, heeft zijn prijzen laten stijgen / XX is een nieuwe klant...)
 - Slide 3: Enkele cijfers over het project (vb. grootte project, kost van produceren...)
- **AANDACHTSPUNTEN:**
 - Kort, bondig en visueel
 - Geen papieren in de cookie corner. Alles komt op het communicatiebord
 - Zorg voor een trage overgang tussen de slides
- **VERANTWOORDELIJK:** Louise



Infoschermen refer

- **WELKE INFO:** Arbeidsongevallen, broodje van de maand, We Care & andere evenementen, ad-hoc info (zoals dringende zaken of bepaalde fun facts)
- **WANNEER:** Wekelijkse update
- **HOE:** PPT maken – Max. 4 slides
- **AANDACHTSPUNTEN:**
 - Genoeg tijd tussen de slides
 - Kort, bondig en visueel aantrekkelijk
- **VERANTWOORDELIJK:** Wim

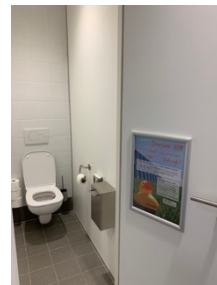


Communicatiebord

- **WELKE INFO:** Verschillend per afdeling
 - Kwaliteitsinformatie (orders on hold, externe meldingen, totaal aantal cases per jaar/per machine), afdelingsinformatie (weekly news), ad-hoc informatie (levertijden, anti-mixing campagne...), customer case entries....
- **WANNEER:**
 - Kwaliteitsinfo: dagelijks door kwaliteitsrollen
 - Weekly news, ploegenoverdracht, opvolging scannings: wekelijks door teamcoach en Sabine (opvolging scannings)
 - Highlights (bv. O&N), aantal cases: maandelijks door Team coaches
 - Customer case entries, ad-hoc info, levertijden...: indien nodig
- **HOE:** Wit bord (drukkerij) en magnetisch bord (stansen en kappen) in productie dat geüpdatet wordt door kwaliteitsrollen & teamcoaches
 - Kwaliteitsinfo: Kwaliteitsrollen krijgen informatie van Evelyn
 - Andere informatie: Teamcoaches spreken af in afdelingsmeeting wie informatie erop hangt
 - Procesverantwoordelijken zorgen ook dat bord ordelijk blijft
- **AANDACHTSPUNTEN:**
 - Controleer of het bord er ordelijk blijft uitzien (check met templates – spreek teamcoaches aan)
 - Hou alle andere papieren/borden weg uit productie!
- **VERANTWOORDELIJK:** Teamcoaches en procesverantwoordelijk houden bord ordelijk

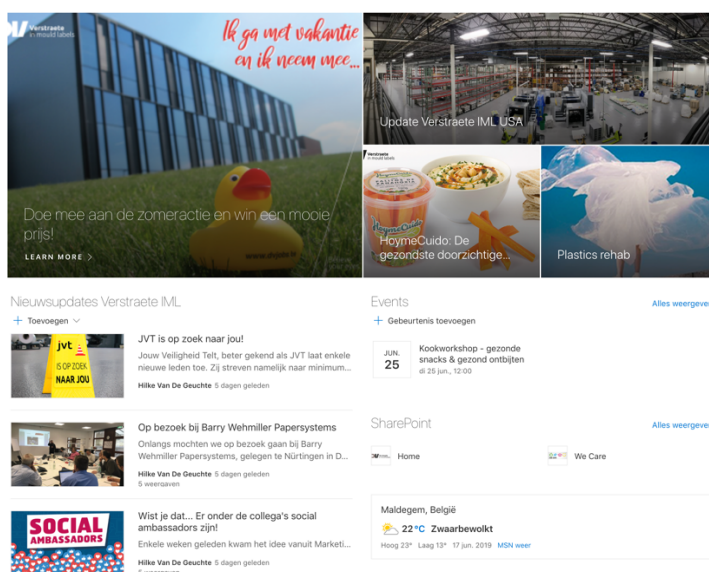
Toiletaffiches

- **WELKE INFO:** Personeelszaken, We Care, evenementen
- **WANNEER:** Tweewekelijkse update
- **HOE:** Schrijf de boodschap om te ENGAGEREN in plaats van te informeren
- **AANDACHTSPUNTEN:**
 - Kort & bondig, nadruk op het visuele
 - Engageer de mensen via dit krachtig kanaal!
- **VERANTWOORDELIJK:** Communicatieverantwoordelijke



DVgazet (online)

- **WELKE INFO:** Aankondigingen, bedrijfsoverkoepelend nieuws, 'wist-je-dat'-jes, JMT/JVT, We Care/Evenementen, persoonlijke info (verjaardagen, huwelijk...), veiligheidsaffiche, updates belangrijkste gesprekken Yammer...
- **WANNEER:** Dagelijkse update
- **HOE:** Publiceer regelmatig boodschappen om het kanaal levendig te houden
- **AANDACHTSPUNTEN:**
 - Gebruik visualisaties en handleiding DVgazet
 - Duidelijke kernboodschap
 - Vraag input aan communicatierollen over informatie binnen hun eigen afdeling dat interessant is om te delen met de rest van het bedrijf
 - Probeer arbeiders te triggeren om online berichten te volgen door een verwijzing toe te voegen aan DVgazet offline (bv. 'Wil je meer weten of meer up to date zijn? Ga dan naar DVgazet online!')
- **VERANTWOORDELIJK:** Communicatieverantwoordelijke

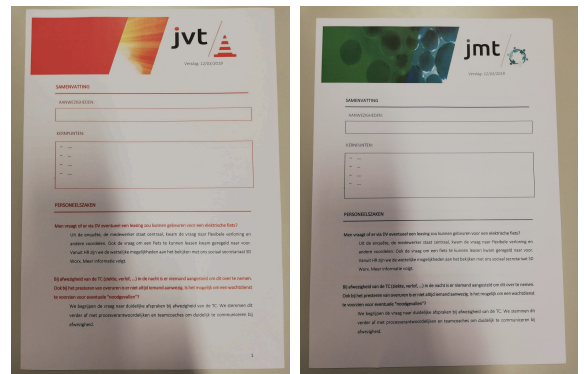


DVGazet (offline – specifiek voor arbeiders)

- **WELKE INFO:**
 - o DEEL1: Woordje van de directie
 - o DEEL 2: 2-3 artikels van DVGazet online gekopieerd
 - o DEEL 3: Samenvatting DVcafé
 - o DEEL 4: Operator in de kijker/persoonlijkere rubriek (eventueel verjaardagen, gelukwensen etc.)
- **WANNEER:** Sowieso kort na DVcafé. Kan ook tussendoor uitgebracht worden met enkele artikels van DVGazet online. Haal het na twee weken weg.
- **HOE:** Gebruik template, kopieer artikels van DVGazet online.
- **AANDACHTSPUNTEN:**
 - o Woordje directie: over strategische beslissingen, toekomstvisie....
 - o Communicatierollen zorgen voor operator in de kijker & samenvatting DVcafé
 - o Trigger mensen om online te gaan!
- **VERANTWOORDELIJK:** Communicatieverantwoordelijke

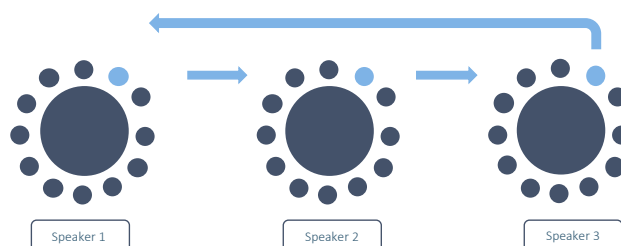
JMT/JVT verslagen

- **WELKE INFO:** JMT/JVT update
- **WANNEER:** Maandelijks update
- **HOE:** Gebruik templates
- **AANDACHTSPUNTEN:**
 - o Leg ze samen met de krant indien mogelijk
- **VERANTWOORDELIJK:** Liesbeth/Sabine



DVcafé

- **WELKE INFO:** Overkoepelend nieuws of externe sprekers
- **WANNEER:** Om de 6 weken
- **HOE:** Deel 1: presentaties (3 x 10 min - 3 x 5 min buffer); Deel 2: discussie aan tafel (3 x 10 min)



- **AANDACHTSPUNTEN:**
 - o Luister naar presentatie op voorhand, kernboodschap moet duidelijk zijn! Geef tips (TedTalk-style)
 - o Leg blad met kernboodschappen van de presentatie op de discussietafels
 - o Schrijf een samenvatting gericht aan mensen die niet aanwezig waren
 - o Organiseer het tijdens de lunch om meer operatoren aan te trekken
 - o Vraag input aan communicatierollen
- **VERANTWOORDELIJK:** DVcafé team

Yammer

- **WELKE INFO:** Zie tabel
- **WANNEER:** Idealiter 2x per week
- **AANDACHTSPUNTEN:**
 - Hou het levendig! Reageer op dingen, like dingen, post....
 - Enkel nieuwe groepen op verzoek! Hou het ordelijk
 - Niet iedereen kan posten in all-company groep
- **VERANTWOORDELIJK:** Zie tabel

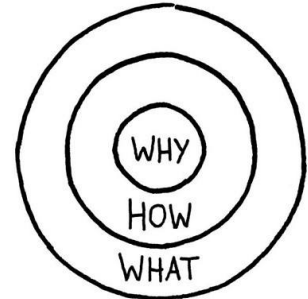
GROEP	INFORMATIE	VERANTWOORDELIJKE	DOELGROEP
All Company	HR-informatie (e.g. overuren), 'wist-jedat', veiligheidsaffiche, belangrijke gebeurtenissen in het bedrijf (e.g. bezoek Heidelberg), interne presentaties die gedeeld mogen worden met andere departementen	Social ambassadors, HR verantwoordelijken, MarCom verantwoordelijken (ENKEL ZIJ KUNNEN POSTEN!)	Iedereen
WeCare	Foto's/posts over de 4 pillaren van WeCare: Relax, Fun, Food & Move	Social ambassadors, HR representative, MarCom verantwoordelijke	Iedereen
Flow 2.0	Alles over de nieuwe inleving van de FLOW-waarden.	Social ambassadors, HR verantwoordelijke, MarCom verantwoordelijke	Iedereen
Starters	Pagina om snel feedback te geven aan starters en hen te helpen met dringende vragen.	HR verantwoordelijke	Iedereen < 1 jaar in Verstraete IML werkt
DVAcadamy	Informatie over trainingen, coaching en nieuwe technieken	Social ambassadors van de productie, team coaches, procesverantwoordelijken	Productie + andere geïnteresseerden
Verbeteridee	Verbeter ideeën over processen	Katrien & Lien (JIT verantwoordelijken)	Iedereen
Zomeractie	Foto's / Post over de actie	Marketing department	Iedereen
Servicedesk	Dringende vragen	Communicatie verantwoordelijke	Iedereen

E-mail

- **WELKE INFO:** 1-op-1 gesprekken & dringende boodschappen
- **HOE:** Denkt na wie de ontvanger is – gebruik juiste kanaal
- **AANDACHTSPUNTEN:**
 - Verander gedachtegang van de werknemers omtrent onnodig mailverkeer
- **VERANTWOORDELIJK:** Iedereen

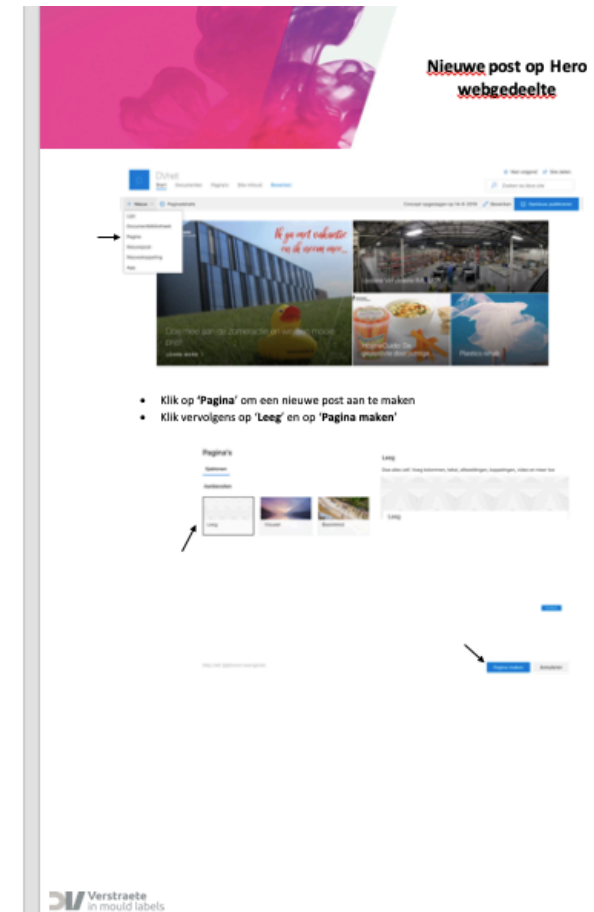
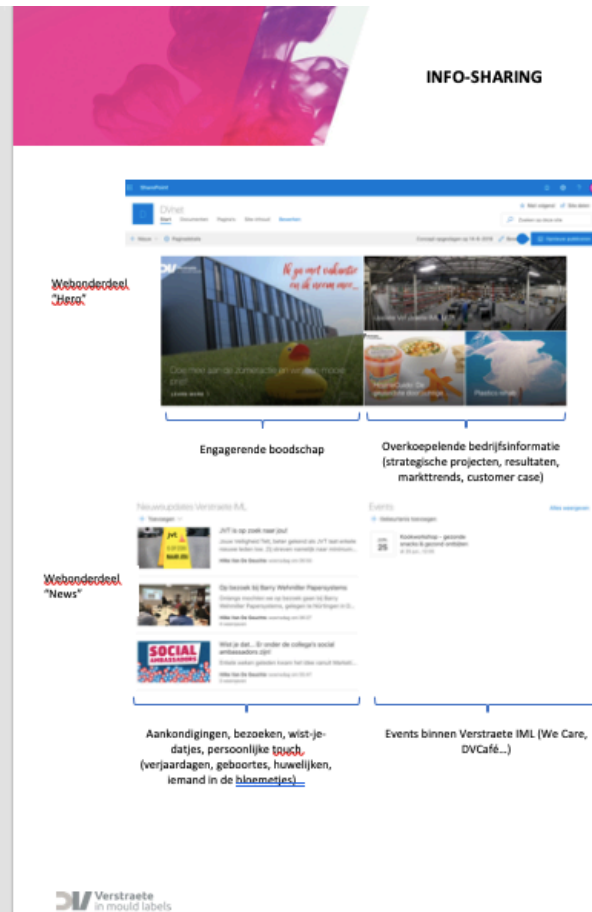
Change management

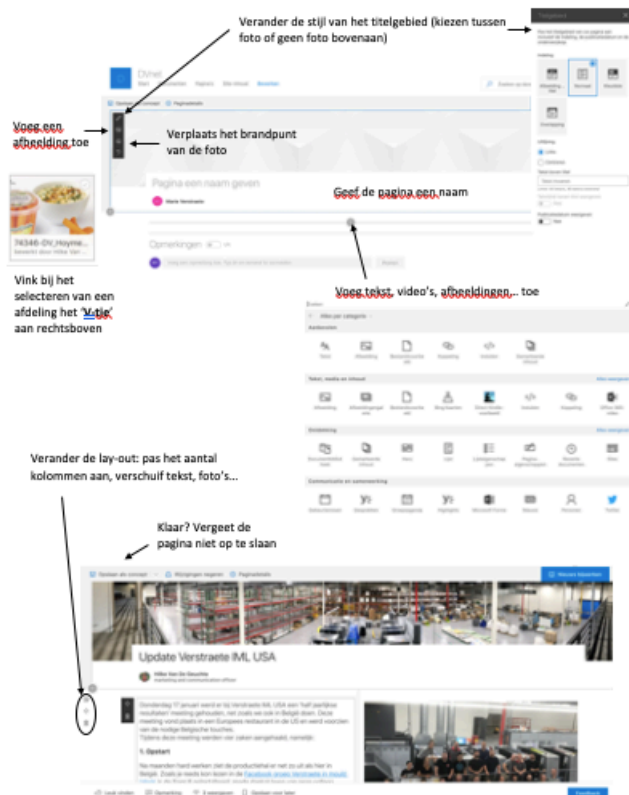
- HOE:
 - Bij het overbrengen van bepaalde informatie moet de focus eerst bij het 'waarom' liggen, vooraleer de 'hoe' en het 'wat' worden uitgelegd (principe van de gouden cirkel van Sinek)
 - Creëer een sterk communicatieteam
 - Interne communicatieverantwoordelijke
 - Communicatierollen:
 - Zijn het aanspreekpunt voor communicatie
 - Geven feedback (effectiviteit, inhoud van de informatie...)
 - Geven input aan de communicatieverantwoordelijke over welk nieuws gedeeld moet worden
 - Social ambassadors
 - Zijn interne en externe sociale media verantwoordelijken
 - Houden Yammer levendig
 - Maak de mensen bewust van het belang van communicatie door het geven van workshops. Het doel is om werknemers meer te laten nadenken over welke informatie belangrijk is om te delen met anderen en dit daadwerkelijk te doen.
 - Hou alle kanalen geordend en levendig. Als communicatieverantwoordelijke is het daarbij belangrijk om te luisteren bij de werknemers over wat er speelt binnen het bedrijf.



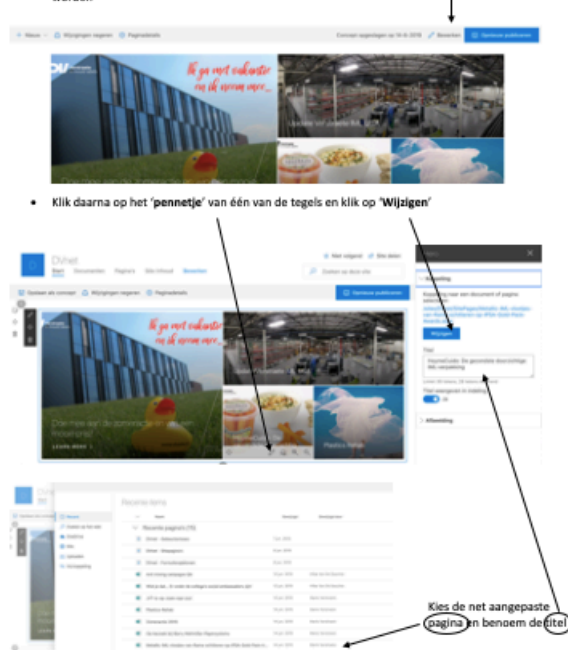
APPENDIX 9 – MANUAL FOR DVGAZET

In the next pages an example of the manual to edit the communication site, DVgazet, is displayed. This is in Dutch as this is the common language in Verstraete IML.





- Ga terug naar de hoofdpagina (start).
- Om de pagina te posten op het Hero webgedeelte, moet er eerst op 'Bewerken' geklikt worden



- Tevreden van het gewenste resultaat? Vergeet het concept niet op te slaan!

APPENDIX 10 - GUIDELINES INTERNAL COMMUNICATION RESPONSIBLE

In the next pages an example of a printed version of DVgazet is displayed. This is in Dutch as this is the common language in Verstraete IML.

EDITIE
00
MAAND
JAAR

DVGazet

.../.../...

IN DEZE EDITIE:

Woordje van de CEO P.1

JVT is op zoek naar jou P.2

Op bezoek bij Barry Wehmiller Papersystems P.3

Social ambassadors P.4

WOORDJE VAN DE DIRECTIE

Foto

Tekst.....

Tekst.....

JVT IS OP ZOEK NAAR JOU



Hiervoor gebeurt een maandelijkse rondgang waar geluisterd wordt naar de JVT leden of er incidenten zijn gewenst of nog **OPMERKINGEN** of suggesties aan de orde zijn. Daarnaast vindt iedere tweede dinsdag van de maand een **meeting** met de directie plaats, waar de belangrijkste punten worden besproken.

Jouw Veiligheid Telt, beter gekend als JVT laat enkele nieuwe leden toe. Zij streven namelijk naar minimum 1 lid per afdeling en ploeg.

Wist je dat je als nieuw lid eerst een cursus EHBO mag volgen alsook een opleiding **brandinterventie**? Kennis die ook mooi meegenomen is voor in het persoonlijk leven.

Maar wat doet JVT nu eigenlijk precies?

JVT is voornamelijk op zoek naar nieuwe leden binnen stansen en kappen (verschillende ploegen), maar iedereen is welkom om zich kandidaat te stellen. Wekt dit interesse op? Contacteer gerust Joost (314) of Sabine (387) voor meer informatie.

JVT staat in voor de veiligheid van ieder individu binnen Verstraete IML. Dit heeft niet alleen betrekking op de letterlijke betekenis van het woord maar ook op ergonomie, zich goed voelen binnen de functie, bescherming....

Wil je echt up to date zijn, check dan zeker onze extra topics online!

Verstraete
in mould labels

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OP BEZOEK BIJ BARRY WEHMLER PAPERSYSTEM



Onlangs mochten we op bezoek gaan bij Barry Wehmiller Papersystems, gelegen te Nürtingen in Duitsland. Een unieke kans die Dieter en Bjorn kregen! Zij mochten namelijk aan een team van projectleiders en mensen van R&D, zowel van BWPS als van Heidelberg, een presentatie geven over mogelijke optimalisaties voor de Cutstar. In 2016 zijn we reeds bij Heidelberg op bezoek geweest om ook

daar ook een soortgelijke presentatie te geven. Het is dan ook heel leuk om te zien dat er rekening is gehouden met de zaken die we toen hebben voorgesteld. Een korte schets over de Cutstar.

In 2015 heeft Barry Wehmiller Paper Systems (US) een overname gedaan van een onderdeel van Bielomatik (oa. FoilStar en CutStar). Sinds de introductie van de CutStar in 2000, zijn er ongeveer 400 CutStars geïnstalleerd wereldwijd. Een groot deel van de CutStar applicaties zijn voor de IML markt. Waar Verstraete IML de grootste afnemer is. Wij hebben momenteel 20 cutstars in bezit.

Optimalisaties Cutstar

Momenteel wordt er volop gewerkt aan een nieuwe Cutstar generatie. Deze nieuwe machines zullen afgestemd zijn op feedback die Verstraete IML heeft mogen doorgeven in 2016. Dieter en Bjorn konden reeds een preview zien van de Cutstar 106 generatie 4 op basis van de huidige groot formaat Cutstar. De generatie 4 zal gecommmercialiseerd worden in 2020 en Verstraete IML zal de eerste zijn die deze mag afnemen. Iets om fier op te zijn!